Humboldt Community Action Plan

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Neighborhood Action Plan

Presented to the Humboldt Neighborhood Association

June 2009

Mosaic Planning
Sara Bedinghaus — Mark Gilbert
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First and foremost, the members of the Humboldt Community made this effort possible. For every community member who took the time out of their busy schedule to speak up on behalf of the neighborhood, we thank you for your time and vision. We also would like to thank community businesses for helping spread the word about the event.

Thank you to the Humboldt Neighborhood Association for providing insight and resources to the community.

Thank you to Professors Sy Adler and Ethan Seltzer for your guidance throughout the process. We would also like to thank Connie Ozawa for instilling the importance of an open and transparent public involvement process, and for pushing us to think of creative engagement techniques.

Thank you to Jeri Williams at the Office of Neighborhood Involvement, Linda Hunter at Our United Villages, and Paul Anthony, the Humboldt Neighborhood Association Chair, for helping identify resources and advocates in the Humboldt Neighborhood. Without you, we could not have created such a thorough and representative picture of the entire Humboldt Community.

Thank you to Principal Jamila Williams and Humboldt School for your cooperation with the Oregon Solutions project. We hope this plan leads the way for future collaborative efforts.

We also thank the Northeast Coalition of Neighborhoods (NECN), the Portland Development Commission (PDC), and The Portland Bureau of Planning and Sustainability for their assistance in developing an appropriate role and scope for this project.

Special thanks to Myriam Demezas and the staff at Humboldt Gardens for providing such a great meeting space for our community events.

Finally, we would like to thank our fellow classmates for volunteering their time to visit Humboldt and help us distribute flyers in the rain.
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Neighborhood Description

General Location: The Humboldt neighborhood is situated on the border between North and Northeast Portland. It encompasses an area east of Interstate 5 and is part of the greater Albina community.

Boundaries: The Humboldt neighborhood is bounded by N. Ainsworth Street on the north, N. Skidmore Street on the south, N.E. Rodney Avenue on the east, and N. Missouri Avenue/I-5 on the west.

Characteristics:

Educational Institutions: The Humboldt neighborhood is a hub for various educational institutions. Humboldt is home to the Cascade campus of the Portland Community College system, as well as the North Portland Branch of the Multnomah County Library. Jefferson High School and Rosemary Anderson High School are located on the south side of the main strip of N. Killingsworth Street. Southeast of the High School, on N. Gantenbein Avenue, is Humboldt School, the district’s pre-kindergarten through eighth grade facility.

Commercial Activity: The commercial center of the neighborhood is N. Killingsworth Street. Here, restaurants, convenience stores, beauty salons, pubs, and other businesses serve their neighborhood and keep it active during the day and night. To the north and south of N. Killingsworth Street, the neighborhood is primarily residential.

Institutions: Numerous churches of a variety of denominations are located along both residential and commercial streets in Humboldt. There are no developed neighborhood-scale parks and minimal amounts of land are designated as open space.

Surrounding Areas: The closest major open space is Peninsula Park and Community Center. Although not technically within Humboldt’s boundaries, it is directly adjacent to the north boundary on N. Ainsworth Street. The northern half of Humboldt is also located within the Piedmont Conservation District and Columbia Slough Watershed. Major transportation features for the neighborhood include Interstate-5 to the west, and the Yellow Line MAX Light Rail two blocks further. The Williams/Vancouver bicycle couplet runs north to south through the eastern part of Humboldt. Downtown Portland is two to four miles southwest of Humboldt.
Surrounding Areas:

The closest major open space is Peninsula Park and Community Center. Although not technically within Humboldt’s boundaries, it is directly adjacent to the north boundary on N. Ainsworth Street. Much of the Killingsworth commercial area and the northern half of Humboldt are also located within the Piedmont Conservation District and Columbia Slough Watershed. Major transportation features for the neighborhood include Interstate-5 to the west, and the Yellow Line MAX Light Rail two blocks further. The Williams/Vancouver bicycle couplet runs north to south through the eastern part of Humboldt. Downtown Portland is two to four miles southwest of Humboldt.

The Community:

Humboldt is home to a demographically and culturally diverse group of people; young and old, long-term and new residents, and foreign-born and natural-born persons call Humboldt home. To serve the diversity of residents, a variety of housing styles and sizes are available, and an increasingly diverse business community has developed.
How to use this document:

This document was created on behalf of the Humboldt community and delivered to the Humboldt Neighborhood Association (HNA) for implementation.

The intent of the Action Plan is to address community-identified problems and provide a series of recommendations, which can be used by the HNA and other organizations in the neighborhood. Each recommendation provides residents and local businesses with ways to address issues in the community at the neighborhood level. However, city bureaus and elected officials should consider the values and priorities identified in this document when crafting policies or programs that affect those within the Humboldt community.

The Public Participation section provides an overview of the process by which this document was created. From this process, five themes were identified and provide organization to the action plan:

- SAFETY
- ECONOMIC OPPORTUNITY
- COMMUNITY BUILDING
- EDUCATION
- YOUTH

Under each of these five themes, community members identified goals for the Humboldt neighborhood. Mosaic Planning, in collaboration with the community, developed strategies they consider feasible to address these goals. Although livability is not discussed as its own section, issues identified within this theme are addressed throughout all sections.

A brief overview of each topic area will be provided and followed by a series of recommendations meant to address one of the five themes. However, these recommendations often overlap several themes, which should be considered during implementation.
What is this document?

This document is a collection of resources and recommended actions that community members can utilize to address the concerns expressed during workshops and listening sessions.

Who owns this document?

Because this document is a product of the concerns and wishes expressed by a diverse representation of community members, school leaders, businesses, churches, and other advocates, the Humboldt Community Action Plan belongs to everyone who considers themselves a member of the Humboldt Community.

Because the Humboldt Neighborhood Association serves as a liason between Humboldt community members and Portland City government, it is their responsibility to assure that the concerns of all residents – not just those who attend the monthly meetings – are being met. Therefore, the neighborhood association should utilize the resources listed in this document to help neighborhood groups create grassroots efforts to address their concerns.

Next steps

The Humboldt Neighborhood Association should prioritize which action items to focus on first. They should consider:

- Relative importance to neighborhood at large
- Ease of implementation
- Number of interested community members

The Humboldt Neighborhood Association should undertake the following steps to ease implementation.

- Revise and update its bylaws
- Form committees and designate liaisons to focus on pertinent issues.
- Encourage board members to enroll in trainings sponsored by the Office of Neighborhood Involvement.
Project Origin

Mosaic Planning is comprised of five volunteer Master’s of Urban and Regional Planning (MURP) students. The final requirement for the MURP program is a capstone project where the students produce a professional planning product for a client within the community.

Mosaic Planning was asked to assist the Humboldt Neighborhood Association (HNA) in developing a vision for the future of the community. However, due to the influx of new residents to the neighborhood, the HNA was not representative of the entire neighborhood. Upon initial meetings with the HNA and district planners at the Bureau of Planning and Sustainability, all parties agreed that the neighborhood would benefit from a plan with greater focus on community building; this might pave the way for a true vision plan in the near future. Extensive outreach was needed to determine what issues were important to the community. To address these issues, Mosaic Planning decided to deliver a plan with direct, implementable action items focusing on current community-wide concerns.
Mosaic Planning developed the following process that outlined steps required to develop recommendations to be included in a final Action Plan.

Principles for public outreach:

Due to the diversity of Humboldt residents, public outreach methods were researched and utilized to assure that as many community members as possible were invited to participate in the process. It was important that members of the community, not planners or formal leaders, expressed their concerns and priorities in shaping the Humboldt Community Action Plan.

Principles that guided this effort were:
- Building trust
- Wide and diverse representation
- Including people early in the process
- Recognition that different groups require unique and specified outreach methods

To build trust and reach a broad range of community members, the first step included an extensive asset inventory (see Appendix A). The Humboldt Neighborhood Association Chair aided this process by identifying numerous community leaders including resident activists, church leaders, business leaders, and heads of educational institutions to contact. These contacts were then asked to provide other community contacts, and so on, until a sound community networks were reached.
Listening Sessions

Upon completion of the asset mapping exercise, two listening sessions were held in March 2009. The purpose of the sessions was to discuss broad neighborhood concerns with well-connected community members. Twenty-three community members participated in the two sessions. From these conversations, a variety of issues and concerns emerged. A sample of topics discussed is identified below:

- Removal of symbols of racial hate in the community
- Drug dealing
- Speeding and traffic problems
- The need for a Neighborhood Watch program
- Preserving vibrant diversity of community
- Developing internship programs for youth and local businesses
- Environmental hazards (Interstate-5, low-income housing)
- Expansion of Portland Community College – Cascade Campus
- Gentrification and displacement
- How the Neighborhood Association does not represent the entire community
- Improving schools
- Affordable housing needs
- The perceived lack of an affordable and accessible grocery store
- The connection between schools in the neighborhood (Humboldt School, Jefferson HS, Rosemary Anderson HS, and PCC)

The issues identified during the listening sessions were combined into six key themes of community concern. Based on these themes, Mosaic Planning researched best practices of strategies to address these concerns. These strategies were vetted with the community through ranking activities at the community workshops and an online survey.

Outreach for Listening Sessions:

- Phone calls to community members were made to personally invite each of them to a listening session. For those unreachable by phone - such as neighborhood churches - hand-written notes were delivered.
- The event was publicized through Mosaic Planning’s website (www.mosaicpdx.com), the Humboldt Neighborhood Association website, and the Humboldt School website.
- The event was listed in The Skanner’s community calendar.
- Community members were asked to suggest who else should be contacted, resulting in an informal social network of community advocates and resources.
- Flyers were distributed to community institutions and businesses.

Listening session participants were provided summaries of the event via email.

Humboldt Neighborhood Action Plan
Community Workshops

Two community workshops were held in April 2009. Twenty-six community members participated in a series of activities at these workshops.

The primary activity of the workshop asked community members to prioritize the personal importance of issues that surfaced during the listening sessions. These listening session issues, along with action items based on Mosaic Planning research and professional knowledge, were placed on posters. Residents were then asked to identify their top two priorities under each theme by placing a sticker next to the issue. The Humboldt Community Engagement report in Appendix B details the results of these exercises. Following this activity, the group reconvened for a discussion of the issues.

Another workshop activity involved a large map of the neighborhood. The map identified publicly-owned buildings and parcels, vacant parcels, churches, and known locations throughout the neighborhood. With six different colored push-pins, Mosaic Planning asked community members to identify where they wanted to see jobs, a park, a community center, and new housing. They also identified where they felt unsafe and where they had concerns about traffic. See the Land Use Issues Map in Appendix B for results.

Other activities at the workshops included a fill-in-the-blank exercise aimed toward understanding neighborhood strengths, weaknesses, opportunities, and threats, and an activity to identify the type of businesses residents wanted to see in the neighborhood.

The issues and action items listed on each poster came from research based on:

- Interviews and online research from the Office of Neighborhood Involvement
- The East Portland Action Plan
- Cully-Concordia Action Plan
- Portland Development Commission materials
- Personal interviews with the Oregon Employment Department (Worksource Oregon)
- Scholarly articles
- Online resources
- Previous MURP workshops
Outreach for Community Workshops

For the workshop sessions, Mosaic Planning sought to contact and invite every single member of the Humboldt community. This was achieved by:

- Approximately 40 volunteers delivering flyers on the doorknobs of every residence and community business in the neighborhood.
- Word-of-mouth: Those who attended listening sessions were encouraged to spread the word.
- The events were publicized through a press release sent to every local news source. The press release was published on the following websites: The Portland Sentinel, The Skanner, The Office of Neighborhood Involvement, OregonLive.com, Humboldt School, and the Humboldt Neighborhood Association. (See Appendix D)
- E-mail communications were sent to community members that attended a listening sessions and to the Humboldt Neighborhood Association email list.

Additional Outreach

For those unable to attend one of the Workshop meetings, Mosaic Planning took the workshop activities to the Neighborhood Association meeting in April and encouraged meeting attendees to participate.

Mosaic Planning also created a web-based survey to emulate the prioritization and fill-in-the-blank exercises for community members that were not reached by the previous meetings. The survey link was emailed to over 100 people who were asked to participate and forward the link on to their friends and neighbors. From this outreach, an additional 56 community members participated in the activities.

A total of 105 community members participated in activities leading up to the creation of the Strategic Action Plan.
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Residents of Humboldt voiced significant concern regarding gang activities, drug dealing, and prostitution in their neighborhood. To address this, it is recommended that the Humboldt community implement strategies that promote the following goals:

1. Improve real and perceived safety of walking, particularly at night.
2. Stop youth loitering.
3. Reduce drug dealing and drug house activities.
4. Improve cleanliness and remove graffiti/vandalism.
5. Eliminate crime and prostitution on the streets and in parks.

COMMUNITY ACTION AS A SOLUTION: COMMUNITY POLICING STRATEGIES

Enhanced Community policing has the potential to directly address safety issues in the neighborhood. This is a proven strategy that works by bringing the police and the community together to implement neighborhood-specific action plans to fight crime.

Walking and bicycle police patrols have a huge opportunity to help Humboldt, provided these services can be allocated to the neighborhood with limited resources.

Community policing is different from traditional policing because it depends on an active collaboration between police and the community — working together to identify problems and find ways to solve them together. It requires the local government (the police), neighborhood and business leaders, residents, churches, and schools to all participate actively in an effort to build a stronger and more self-sufficient community. Community policing is the recognition of the importance of cooperation and involvement of public and private parties in making a neighborhood safe. Many have defined it further as “the police are the public and the public are the police.” In 2003, the City Club of Portland evaluated community policing in Portland and determined that “the roots of effective community policing in Portland lie in the strength of its neighborhoods,” a clear message to the direct and crucial role community cohesion plays in creating safe neighborhoods. The following recommended actions support the community policing philosophy.

“Combating gangs, drugs, and violence should be our #1 concern.”
-Web Survey Respondent

Goal: Decrease Crime and Improve Personal Safety
FOOT PATROL

Volunteer foot patrols are effective, ongoing anti-crime programs that neighbors can enact themselves. The City of Portland provides training for active participants. Foot patrol volunteers “walk their neighborhood streets, parks, or schools to deter crime and report incidents and problems, rather than sit back and hope that someone else will take care of any crime or livability problems.”

Foot patrols address several goals simultaneously. First, they help reduce crime and fear by keeping watchful eyes and sending a clear message that crime will not be tolerated. Secondly, foot patrols serve the community and police bureau by developing a method of recording and reporting illegal and suspicious activities. This documentation is critical to getting police intervention and necessary attention. Third, foot patrols provide continuous monitoring of neighborhood livability. By documenting issues from graffiti and litter to dumping and drug dealing, they develop a thorough inventory of neighborhood needs. Foot patrols can even go a step further and remove some of the problems, such as removing graffiti or picking up litter on their routes. Foot patrols also build community and foster neighborliness through group interactions. This inherently makes the neighborhood a safer.

Getting started

There are multiple roles within a foot patrol program. There is an organizer that manages the foot patrollers’ schedules and records. He/she also acts as the main communication link. The district Crime Prevention Program Coordinator should also be involved, along with a neighborhood police officer, the organizers of neighborhood/park/block watch-

es, and the neighborhood association. Businesses, school staff, and the Parks and Recreation department can also be pivotal in foot patrol programs.

Many foot patrol efforts in Portland have been successful. According to their patrol organizer, Mount Tabor has upwards of 40 volunteers at any given time, successfully reporting criminal activities, cleaning up litter, reporting graffiti, and bringing different agencies and organizations into cooperation. At Argay Park in Northeast Portland, a park foot patrol has reduced drug activity and reported graffiti quickly for removal. The park patrol has also developed a sense of community, since park area residents have come to know and appreciate the patrol volunteers.
**Safety**

**Goal:** Decrease Crime and Improve Personal Safety

**Considerations**

Since foot patrols are able to address multiple community issues at once, initiating this program is the top recommendation for the safety plan. The program has been very successful in other places, such as the in Portland’s Mount Tabor Neighborhood. Membership in the Mount Tabor Park Foot Patrol has exceeded 40 at all times and there have been 2,176 patrols since its initiation nine years ago. The program has won awards from both the city and the State of Oregon for its impact.

The success of the Mount Tabor program demonstrates that together, neighbors can make a significant difference. While the Mount Tabor program attracts involvement because of the neighborhood’s love for the park, Humboldt could easily recruit participants who care about the security and cleanliness of the neighborhood. As police resources become overextended, the neighborhood needs to look inward rather than outward for solutions to their safety and livability concerns.

**Foot Patrol Step-by-Step Guide:**

For a complete guide to starting a foot patrol program, refer to the full guide in Appendix C.1.

1. Recruit volunteers. Use all available resources, from neighborhood association members and attendees to churches, businesses, members of other neighborhood committees, etc. Use newsletter advertising, postings, reminders and messages at different meetings. The City of Portland recommends the commitment of 12 individuals to begin developing a robust and effective patrol. An initial patrol can subsequently promote additional participants by distributing materials to households, businesses, and institutions during their patrols.

2. Determine the area and times that require patrol. The area may be the entire neighborhood or only certain corridors, parks, and corners. The time may be all day, afternoons, or just at night. Consider problem locations.

3. Contact the neighborhood’s Crime Prevention Coordinator, who will provide training to the volunteer team(s). That training will include a discussion of the neighborhood’s problem areas, patrol procedures, reporting, and safety.

**Logistics**

- Wear appropriate attire; bright colors, climate appropriate. Many patrols purchase bright vests that they wear during patrol.
- Bring necessary equipment, including cell phones, litter sticks, and log books.
- Keep distance and remain non-confrontational if you encounter a problem situation; record and report. Determine who will report and how it will be done (for example, someone designated to call the police liaison).
- Consider group events.
- If new members join late, refer them to the Crime Prevention Coordinator for training.
Goal: Decrease Crime and Improve Personal Safety

Neighborhood Watch, Block Watch and Park Watch teams allow neighbors to work collectively in smaller geographic areas to watch the streets, sidewalks, and neighboring homes to identify criminal activities, loitering, vandalism, or other concerns. Provide situation log sheets for residents!

Watch programs allow residents to unite in a cooperative effort to address safety concerns. The results can be both increased safety and improved quality of life. Neighbors also benefit from greater positive social interaction with the people who live around them.

Watch members are trained by a citywide program that helps them communicate effectively with their neighbors, recognize criminal activities, increase home security, ensure personal safety, and make their neighborhood deterrent to criminals. Neighbors are brought into coordination with the local Crime Prevention Coordinator, police, neighborhood association, businesses, parks, and schools.

Many watch programs become inactive once a particular threat has been addressed, but the more successful ones will remain active continuously. Watch programs can be very local, as in the case with block watch or apartment watch programs, or larger, as in the case of neighborhood and park watch programs.

There are particular roles that must be filled in watch programs. Each program needs one or two organizers who maintain the paperwork and communicate with partners in the community. Watch programs should actively involve the district Crime Prevention Coordinator, a local police representative, the neighborhood association, foot patrol community organizers (where applicable), business owners, parks and recreation staff, school staff, and city agencies where necessary (for example, graffiti abatement program coordinator if graffiti is a concern).
Neighborhood Watch Step-by-Step Guide:

For a complete guide to starting a Neighborhood Watch, Block Watch, or Park Watch, refer to the full guide for these programs in Appendix C.1.

1. Call neighbors and ask for their assistance and participation. Be sure to ask them about their own concerns and whatever information they have about issues.

2. Create a geographically bound watch area. Include homes that are in viewing distance of one another, beginning with a single block, and request the participation of all households. If this is an apartment watch, ask all tenants for their assistance. If this is a park watch, consider the homes and businesses that are adjacent or in view of the park itself.

3. Call Crime Prevention Coordinator and notify him/her of your plans. Establish date, time, and place of first meeting, which will include a two-hour training by the Crime Prevention Coordinator. Call the coordinator in advance to book time. These meetings are usually in a participant’s home and take place on weekday evenings.

4. Send invitations to neighbors to attend the meeting. The involvement of as many residents as possible can ensure program success.

The training session will go over many aspects of the watch program, such as its purpose, organization, required roles, available tools, how to communicate, recognizing suspicious activities, resource contacts, documentation, reporting, managing potential scenarios, selecting organizers, and considering neighbor agreements. If new members join after the initial meeting, the coordinator will provide additional trainings at a later date upon request.

Other important elements of beginning a watch program include initial block data acquisition and establishing a telephone tree. The initial block data should include neighbor evaluations using a block questionnaire form, a block profile form that includes information on the participating households (work schedules, emergency numbers, e-mails, etc.) and signs provided by the Crime Prevention Coordinator. The forms are located in Appendix C.1 under the Neighborhood Watch Manual. Neighbors should schedule regular meetings to discuss concerns and sightings.

Considerations

The Humboldt neighborhood had a successful neighborhood watch program about ten years ago. Today, there are no watch programs in the neighborhood. This underlines the need to be vigilant and continue to maintain the program even when conditions are improving.

Neighbors should also carefully consider the appropriate size for their watch program. Neighborhood-wide programs often lack the local focus necessary to make them effective. Since high rates of household participation are necessary for success, it is often better to limit watch program areas to a block or two. The Humboldt neighborhood could have several different ongoing watch programs.

Furthermore, watch programs are only as successful as participants dictate. If watch members do not follow the recommended steps or fail to file reports, the watch program will be largely unsuccessful. Active participation is critical.

“The city is looking for help. A neighborhood watch, where all of us are part of the neighborhood as eyes and ears, will better focus the police to hot spots”

-Listening Session Participant

Goal: Decrease Crime and Improve Personal Safety
PUBLIC AWARENESS CAMPAIGN

A public awareness campaign is a way to provide information to neighbors about what to do if they see something criminal or suspicious. Residents and businesses should be provided with a thorough reporting guide, including an emergency “who to call” list. Since increasing police presence is important to the Humboldt neighborhood, residents must take the appropriate steps to make the Portland Police Bureau react. Police Bureau representatives emphasize the need to report crimes and write letters to build a case and increase police appropriations. Increasing reporting rates is a very effective way of getting more police attention. The city is providing more and more resources for this purpose. Portland’s Neighborhood Parks Council, for example, now provides an online reporting mechanism through ParkScan (parkscanpdx.org).

Producing flyers or brochures for home and business delivery is one method of increasing awareness. Remember, brochures should be eye-catching and informative, and provided to all homes, apartments and businesses in the neighborhood. For cost savings, use volunteers to distribute to materials personally. Also be sure to provide contact information for an organizer who can answer any questions that recipients may have. Review the Outreach Guide of this document for additional recommendations.

NEIGHBORHOOD SAFETY FAIR

A Safety Fair is an event at a community location (indoor or outdoor) in which neighbors and businesses are invited to attend an open event that will provide information to the public regarding personal safety. This can take whatever focus is most pertinent to the neighborhood, from personal safety on bicycles to personal safety in the case of a shooting or burglary. This can include presentations as well as effective visuals, such as posters. Attendees should be able to pick up brochures and pamphlets at the event that highlight what they can do to remain safe as well as ways they can help improve safety of the overall neighborhood. Information should provide contact information for individuals engaged in neighborhood efforts to improve safety. Creating this event in a festive and celebratory manner can help increase attendance. Safety fair activities may also be integrated with other events, such as a street fair or block party.
CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

This program, administered by the City of Portland, involves giving property owners advice on physical changes that they can make the curb criminal activities. For example, planting roses or installing lattice can significantly reduce the likelihood of graffiti. For more information, contact the neighborhood’s Crime Prevention Coordinator and see the program description in Appendix C.1.

REGULAR CRIME MONITORING

Knowing how to address genuine safety threats is easiest when you know what the state of crime in the neighborhood is at all times. The city provides access to crime statistics by neighborhood through CrimeMapper and CrimeStats, housed at the Portland Police Bureau’s website. This can help inform you about which types of crime are most prevalent and what should be the highest priority to address. This data can be supplemented by performance information from Humboldt schools and neighborhood perception surveys. By comparing the status of crime before and after a project’s implementation, the neighborhood can measure a program’s impact. Regular review of crime data is recommended.

Resources

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<tr>
<td>City/County information &amp; referral</td>
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</table>

CrimeMapper: [http://www.gis.ci.portland.or.us/maps/police/](http://www.gis.ci.portland.or.us/maps/police/)

ParkScan: [http://parkscanpdx.org/](http://parkscanpdx.org/)


Goal: Decrease Crime and Improve Personal Safety
Neighborhood participants made it clear that pedestrian and bicycle safety from traffic is a high priority. Many attendees voiced their concerns about intersection issues and children’s safety. Attendees used the map exercise, exhibited in Appendix IV, to identify critical problem locations. Respondents noted several problem locations, particularly the following areas:

- N. Killingsworth Street between Interstate 5 and N. Haight Avenue.
- Crossings near Humboldt Gardens on N. Vancouver Avenue and N. Alberta Street.
- N. Michigan Avenue at N. Skidmore Avenue
- N. Alberta Street at N. Cleveland Avenue
- N. Vancouver Avenue
- N. Ainsworth Avenue

Transportation issues are largely addressed by the City of Portland, limiting the neighborhood’s capacity for taking action on traffic issues. Nonetheless, the city has established a number of programs and resources available to residents to report problems and request information or assistance.

If you have a major concern about traffic in a particular area, there are specific steps to follow in order to get the city’s attention.
Humboldt Neighborhood Action Plan

TRANSPORTATION SAFETY AND NEIGHBORHOOD LIVABILITY HOT LINE
The first step is to call the Transportation Safety & Neighborhood Livability Hot Line at: 503-823-SAFE (823-7233) or e-mail safe@pdxtrans.org.

Whether the issue is intersection safety, pedestrian safety, school safety, bicycling, speeding, visibility, or parking, the hotline can provide information on who to contact and what action to take.

YARD SIGN LENDER PROGRAM
The Yard Sign Lender provides residents with signs that promote traffic awareness, namely signs that signal drivers to slow down and use caution. Details on this program are provided in Appendix C.1.

AREA PARKING PERMIT PROGRAM
Establish an Area Parking Permit Program (APPP) in one or more areas of Humboldt to improve resident access to on-street parking. For information on starting a new APPP or to learn more about existing programs, call 503-823-7275.

TRAFFIC CALMING PURCHASE PROGRAM
The Traffic Calming Purchase Program is a speed bump purchase program that begins with citizen involvement.

Residents or neighborhood associations ask for help regarding a speed or other traffic issue on a particular street. The Portland Department of Transportation will work with the resident group to move through the speed bump construction process, which requires petitions of support. Street segments must also meet necessary criteria relating to general speeds, volumes, and the presence of sidewalks. Concerned persons should call the Transportation Safety and Neighborhood Livability Hotline for more information on getting started.

FORM A LOCAL IMPROVEMENT DISTRICT
Form a Local Improvement District LID in the neighborhood to develop a funding mechanism for desired capital improvements.

Resource:
“A Local Improvement District (LID) is a method by which a group of property owners can share in the cost of transportation infrastructure improvements or other types of public improvements such as installing water and sanitary sewer lines. Most LIDs involve improving a street, building sidewalks, and installing a stormwater management system. An LID can also be used to install sidewalks on existing streets that previously have been accepted for maintenance by the City.” – www.portlandonline.com

The first step here is to contact the Office of Transportation at 503-823-5648. In collaboration with transportation staff, residents should discuss the scope of improvements that are desired in the neighborhood. The office will schedule a public meeting together with interested residents to discuss the process and issues. Should sufficient interest be found, staff will help by inspecting streets, providing improvement alternatives, providing cost estimates, discussing impacts, and creating petitions. Proposals will then be drafted and submitted to City Council for approval. Project design, construction, and payment will follow if all earlier steps move forward.

Goal: Improve Traffic Safety
SMALLER-SCALE PROJECTS

There is also a number of smaller-scale, creative ways to address traffic issues. Sometimes problems can be addressed effectively without large engineering solutions. Interested citizens can form a committee to organize these efforts. For example:

Plant trees
Street trees offer a beautiful alternative to the wide-open speedway feeling of a treeless neighborhood street. For more information, call the Urban Forestry Division at 503-823-4489.

Drop the car
Encourage family and friends to bicycle, walk, or take transit. This can reduce the traffic volume and speeding in your neighborhood.

Make a Statement
Write letters to the editor or your neighborhood and community papers to let drivers know that speeding, ignoring crosswalks, or parking illegally is a serious problem.

Neighborhood-Designed Lawn Signs
These signs can tell people to slow down, watch out for children, or observe other traffic laws.
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ECONOMIC OPPORTUNITY
ACTION ITEMS
Economic Opportunity

A primary concern that emerged from the Humboldt events and online survey was a desire to support the survival of existing small businesses. These commercial uses are dominant along N.E. Killingsworth Street and N.E. Albina Avenue. Respondents were secondarily concerned about improving business storefronts, attracting a grocery store, and creating a resident-oriented neighborhood career center. This section provides recommendations to retain and promote small businesses.

Sentiments identified in interviews with small business owners provide the framework for strategies discussed below. These strategies aim to maintain the elements that attract business to the Humboldt community – customer diversity, affordable opportunities, and educational environment – while improving upon aspects that may hinder business – unclean streets, gentrification, and loss of sense of community.

Goal: Improve the Viability of Commercial Areas
CREATE A RESOURCE PACKET FOR NEIGHBORHOOD BUSINESSES

A crucial component in attracting and retaining small local business is ensuring that the endeavor is feasible and profitable for business owners. With a large community of minority business owners, the Humboldt neighborhood must retain its appeal as an affordable but attractive business location, while remaining sensitive to the diversity that made it appealing in the first place. Despite the availability of resources, the majority of small businesses within Humboldt have not taken advantage of the assistance programs – many of them aimed directly toward minority owned and small start up enterprises. This may be due in part to the scattered nature of business resources provided across the city.

To overcome this obstacle, the Humboldt neighborhood can provide a resource packet to local businesses, outlining the resources available, and how to apply for aid. The packet will introduce the business to the community, provide support opportunities, and improve the neighborhood’s identity as a small-business-friendly community.

Considerations

This effort requires the participation of community members to actively identify existing businesses, and a continued effort to recognize new businesses and provide the service in a timely manner. Because business owners are extremely busy and may not have time to attend neighborhood meetings, the best way to reach out is a personal contact, requiring a neighborhood member to deliver the packet in person to the business.

Resource Packet Step-by-Step Guide:
See Appendix C.2 for a sample resource packet

1. Identify the current small business community.
2. Create a greeting letter to introduce the small business to the Humboldt Community.
3. Provide a resource guide detailing Portland programs and resources created to support small business.
4. When new businesses enter the community, provide the same service as above.

“Portland has tools, but it needs to better organize its toolbox”.
– Portland Business Alliance
COLLABORATE WITH SCHOOLS TO “CLEAN-UP KILLINGSWORTH”

If a neighborhood shopping street is clean, safe, and friendly, it will draw more customers. Many Humboldt businesses mentioned the lack of city-run street cleaning and sidewalk maintenance as a concern. This ranged from delays in city street sweepings to litter created by pedestrians and automobile traffic. A collaboration with the Humboldt schools to help clean up the streets would not only help businesses take control of their surroundings, but also provide an opportunity for Humboldt school children to get involved with their community and raise funds for school services. Students would benefit from civic volunteerism experiences, offering cleaning services to business owners for a fundraising donation. Services could include picking up trash around the edges of parking lots, washing business signs and windows, and sweeping the sidewalks and open lot areas. As a charitable donation to an educational institution, the business can then write off the expense for the services provided.

Commercial Area Clean-Up Step-by-Step Guide:

1. Survey businesses to see who would like the service, and how often.
2. Contact Humboldt school and Jefferson High School principal to discuss the viability of this program.
3. Finalize any arrangements and documents required to work with the school system.
4. Prepare a detailed schedule of cleanup times, locations, and children participating.
5. Schedule a meeting with the children and sponsors to discuss the logistics of the program.
6. Begin cleanup. Be sure to come prepared with gloves, brooms, dustpans, and other materials deemed necessary for the cleanup.
7. Provide each business with a written receipt for tax purposes.

Resources

If services needed pose greater threat to the business and/or flow of traffic, contacting the city Street Cleaning service may be necessary.

City of Portland Street Cleaning
Phone .............................................................. 503-823-1778
NightOps1 .......................................................... 503-823-1740
NightOps2 .......................................................... 503-823-1741
Website: http://www.portlandonline.com/TRANSPORTATION/index.cfm?c=47255&
Goal: Build Community Between Local Businesses and the Humboldt Neighborhood

Several of the secondary concerns and desires for the business community are already addressed within the neighborhood, but are not as visible to the larger community as they could be. These businesses—such as Cherry Sprout grocery and WorkSource Oregon—directly address specific desires of the community for the types of assets they would like to utilize, and could become great resources with supportive community promotion.

Business Alliances

Business alliances allow local establishments to play a role in promoting livability and deterring crime. These are generally sensible along business corridors, such as N. Killingsworth Street. Through an alliance, businesses can address George Kelling and James Wilson’s “broken window” theory, which suggests that poor upkeep and signs of neglect attract crime. The theory’s developer states, “even the smallest aberrations in appearance and behavior can send a neighborhood into a spiral of decay.” Alliances can work together to hire assistants to remove graffiti, rectify vandalism, and enforce loitering and noise restrictions. This keeps the neighborhood from becoming a breeding ground for undesirable activities.

Alternatively, where funds cannot be raised to hire help, businesses can work together to ensure that neglect is reported, businesses keep their storefronts clean, and necessary assistance from the city is requested.

NEIGHBORHOOD “BUY LOCAL” CAMPAIGN

Broadening awareness of the benefits to our city and neighborhood’s economy of choosing local businesses is an essential strategy in rebuilding and supporting small businesses. Portland’s Local First campaign aims to achieve just such a goal. As part of the Sustainable Business Network of Portland (SBNP), the main objectives of the campaign are to re-circulate dollars within the community, support local businesses, and preserve and enhance neighborhood identity. Providing awareness of this tool to Humboldt businesses may bring the fruits of this organization’s efforts to the neighborhood.

Resource

For more information on the Local First campaign, visit their website: http://thinklocalportland.org/

Another option for the Humboldt community businesses is to initiate a neighborhood “buy local” campaign. A detailed summary of how to start a “buy local” campaign can be found in Appendix C.2
NEIGHBORHOOD COUPON

Coupons are a useful tool, not only to help people save money, but to raise awareness of local businesses and services that residents might not know exist.

The collaborative effort of creating a neighborhood coupon book benefits all members of the Humboldt community. By participating in the venture, businesses will increase their visibility within the neighborhood, capture local patron support, and join a support network among the local business community. The larger Humboldt community could benefit from the proceeds generated from coupon book sales and the incentive to support local businesses. The coupons should be mailed in booklet form and feature discount coupons from several local businesses. Remember, the idea of a coupon book is to help increase business for local merchants. The coupon books should be put together with the promotion of local businesses in mind.

The coupon booklet will require designing, printing, and sales.

Considerations

Starting costs: The designing of the coupons requires a computer, software, printer, fax, machine, and telephone. The price from an outside printer may be cheaper if there is a large quantity of coupons that need to be printed. The cost of this service needs to be factored into the cost you charge the customer per page for the actual coupon printing. Mailing supplies, labels, and printer ink can be costly as well.

Skills needed: A primary effort will be convincing the merchants that you can offer them a favorable return on their investment for less money that they are already spending for advertising. People love to save money especially on products they are not sure about trying. If the initial cost is low, they will be more willing to try it once. After that, it is up to the business owner to keep the customer coming back.

Neighborhood Coupon Step-by-Step Guide:

1. Meet with local businesses
   a. Look at coupons in the newspaper to get an idea of what details to ask for.
   b. Bring along coupon design templates to give them an idea of what they can offer (See Appendix C.2).
   c. For each coupon, getting all the specifics from the clients up front will reduce design errors.

2. Flyers and cold calls will get a foot in the door. A sample coupon gives potential clients something to look at when marketing a coupon pitch. Starting with neighborhood businesses that are frequented often can get the ball rolling.

3. Print coupons. Depending on the size and style of the coupons, books could be made on a personal printer, or may need the assistance of a professional printer.

4. Distribute coupons. The distribution of coupons could be included in any neighborhood event. Whether it is door-to-door, a table outside a local store or a booth at a neighborhood gathering, making the coupon book available to community members is a sure way to sell books and raise funds. Depending on the nature of the event, coupons could also be given out as a free promotional tool to encourage people to visit local businesses.

Goal: Build Community between Local Businesses & Humboldt Community
BUSINESS WATCH

Business watches promote commercial viability by promoting safety. They improve business connections with the community, which benefits them directly, while increasing the safety of their employees and customers.

As with a block or neighborhood watch program, business watches need an organizer. The program also needs partners, namely the Crime Prevention Coordinator and the police bureau. Like other watch programs, the coordinator can help set up training and explain protocol.

Like neighborhood or block watches, successful business watches will meet regularly, though not necessarily very frequently. What is more critical is providing all businesses in the area with the knowledge and tools necessary to observe and report issues. The development of an effective communication network is critical, so area businesses are able to report incidents, contact business tenants and building owners, and share important information.

For more information, see Appendix C.2.

**Business Watch Step-by-Step Guide:**

1. Contact Crime Prevention Coordinator and schedule a training session.
2. Contact neighborhood businesses and find out what the major concerns are. Request their participation in the formative business watch program.
3. Determine the extent of the program. For example, a North Killingsworth Business Watch might extend from I-5 to MLK on Killingsworth and include adjacent businesses on side streets. The boundaries should be sensible.
4. Schedule the first meeting and ensure coordinator’s attendance.
5. Send invitations to each of the businesses in the watch area.

Goal: Build Community between Local Businesses & Humboldt Community
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COMMUNITY BUILDING ACTION ITEMS
A number of residents stated that there needs to be a stronger sense of community in the Humboldt neighborhood. The influx of newer people and the degree to which changes are taking place in the neighborhood make it more difficult for residents to know one another. Even still, when asked what made residents proud of Humboldt, a number of respondents indicated that it was the neighbors and the friendly people in the community.

**Goal: Create Stronger Sense of Community**

What does a strong community look like?
A strong community is one where neighbors know one another by name and are willing to lend a hand or a cup of sugar to those that live nearby. It is a place where people look out for each other’s safety and property. A strong community is able to organize and address issues of concern for the neighborhood. Finally, a strong community is made up of residents who are open, tolerant, and diverse.

“I’m new to [the neighborhood], but it seems to have no real identity. Perhaps it could use something to give it that identity.”
Web Survey Respondent

“Improve the neighborhood by removing signs and symbols of racial hate and oppression” – Web Survey Respondent
Community Building Events

Events that allow community members to talk to one another help residents build trust and foster stronger social bonds. These events can simply be celebratory parties or they can be used to get things done. The following is a list of ideas and strategies that can be used to help organize and plan community-building events.

NEIGHBORHOOD CLEAN-UPS

Clean-up events can be formatted in many different ways and are a useful function for sprucing up the neighborhood and building community pride. Many neighborhoods in Portland host regular clean-up events in which residents meet to tour the neighborhood in a cleaning effort. Sometimes these programs are targeted toward specific issues, for example, graffiti. The Northeast Coalition of Neighborhoods offers support, both financially and organizationally, but the neighborhood association must initiate the process in early spring.

Any effective clean-up program should be planned well in advance to cover necessary logistical issues regarding the agenda, trash or graffiti removal procedures, costs, and getting the word out. A clean-up organizer is needed to manage these efforts and mobilize participants. In the case of graffiti removal, Portland Fire Stations provide graffiti removal kits (nearest to Humboldt: 1905 NE Killingsworth or 7134 N Maryland).

If planned well enough in advance, organizers may be able to ask local businesses to donate refreshments, food, coupons, and other ways to thank volunteers for participating.

Naturally, a clean-up program can be integrated with other efforts as well, and does not require its own event. For example, foot patrols, while monitoring the neighborhood, can document graffiti and either use graffiti removal kits to manage the situation or file a report the city’s graffiti abatement team. See Appendix C.3.

“Littering near Jefferson high school and surrounding blocks is a problem.”
– Web Survey Respondent

Goal: Create Stronger Sense of Community

Resources
Northeast Coalition of Neighborhoods
http://portland.necoalition.org
503.823.4575

Neighbors West-Northwest
Community Clean-up Guide (See Appendix C.3)
http://www.nwnw.org/NeighborhoodCleanUps.html
This page provides useful direction for those organizing a clean up as well as materials and ideas for making the event into a community fundraiser.

Graffiti Prevention Guide- See Appendix C.3
Community Building

BLOCK PARTIES

Block parties are excellent ways for neighbors to get to know one another. The city has a number of materials and resources that provide direction to those wishing to organize one of these events. National Night Out is a countrywide crime prevention event that takes place on the first Tuesday of August. The city encourages block parties on this particular day by waiving normal street closure fees. At the neighborhood level, Humboldt residents can coordinate multiple block parties on the same evening. In Jacksonville, Florida, for example, one neighborhood hosted 22 block parties in one night¹.

Considerations
The permitting process takes about three weeks to process and requires a petition of signatures from all houses along your block. Be sure to leave ample time to go door to door to get neighbors’ input and buy-in. Once the block party event takes place, use this opportunity to get to know neighbors and discuss ways to further build community in your neighborhood.

Block Party Step-by-Step Guide:

1. Get help from neighbors.
2. Choose date with input from neighbors, or schedule it during National Night Out.
3. Decide where to hold the event (yard, park, street).
4. Get necessary permits.
   a. Street closures require Block Closure Application and rented barricades
      i. Call the Northeast Coalition of Neighborhoods to get this ball rolling (503-823-4575). They will provide the street closure application packet and help through the process.
      ii. The packet includes a petition, which needs to be signed by all neighbors along the block (indicate vacant houses in the petition)
      iii. Return application with completed petition to NECN for processing (requires at least 2 weeks to process).
      iv. Arrange with local dealer to rent 6 Type I Barricades for the event ($35 for 6, $95 delivered- see Resource Box for American Barricades contact information); three barricades need to be placed on each end of the closed street.
   b. Noise permits required if amplifying sound (cost= $58, fee waived during National Night Out if registered with the city, which can be done here at http://www.nationaltownwatch.org/nno/)
5. Ask neighbors to bring food and drinks.

Goal: Create Stronger Sense of Community

Resources
Northeast Coalition of Neighborhoods - Block Party Guide:
This site provides a useful step-by-step guide to planning a block party with links to application and other permits.

City of Portland - National Night Out Party Planning Kit
This site includes a comprehensive step-by-step guide, flyering materials, suggestions for activities, and other useful materials.
http://www.portlandonline.com/oni/index.cfm?c=47737

American Barricades Co.
503-285-6616,
173 NE Columbia Blvd.

¹ http://ctb.ku.edu/en/tablecontents/sub_section_main_1327.htm
Community-Oriented Projects

INTERSECTION REPAIR

Place-making projects, or bottom-up rather than top-down projects meant to create meaningful places within a community, can help foster neighborhood pride and build social capital. One example of a place-making project is intersection repair. First conceived as a way to take back the street for pedestrian use, the idea of making intersections into celebrated public squares has gained a considerable amount of attention. Today, several examples of intersection repair projects exist within Portland, largely the result of willing and committed neighbors and the City Repair Project, a local nonprofit organization.

Considerations
Community building is a long-term process; place-making activities are no different. Intersection repair projects require dedication and ongoing support of neighborhood residents, but provide a significant opportunity for neighbors to engage with one another for a common purpose. This process builds strong social ties and leads to a stronger sense of community. The City Repair Project is a nationally celebrated, but locally based, resource in Portland. They have extensive experience facilitating the process between community members and the city. Once the idea takes form and has the support of the community, contact this organization and seek their assistance.

Intersection Repair Step-by-Step Guide:

1. Invite neighbors to engage in a discussion about place-making possibilities.
2. Contact representatives from the City Repair Project (see resources below) for help with facilitation and idea generation.
3. Identify an intersection to “repair”.
4. Get support of neighbors.
5. Illicit ideas for community-related imagery and design.
6. Gather donated materials and seek financial support of neighborhood businesses.
7. Get necessary permits from city.

Goal: Create Stronger Sense of Community

Resources
City Repair Project
www.cityrepair.org
503.235.8946

Project for Public Spaces
www.pps.org
This is a useful site describing how to design successful public spaces.

COMMUNITY MURALS

Murals created by and for the community can drastically improve the neighborhood and strengthen social ties amongst all those involved in their creation. A community mural is one in which neighborhood residents speak to the issues and concerns that are important to them and work with the artist or artists throughout its development. As a highly visible expression of the community’s history, hopes, concerns, or feelings, a community mural has the power to catalyze artistic creativity, political power, and neighborhood strength.

Historic legal battles between billboard companies and the city have made the creation of murals relatively complicated. Because laws cannot distinguish between commercial signs and large-scale murals, the only way to successfully create a publicly displayed painting larger than 200 sq. ft. is to submit an application to the Public Arts Mural Program administered though the Regional Arts and Culture Council (RACC). However, the city recently formed a Murals Working Group to seek out ways to adjust city code so that signage regulations and mural regulation can be administered differently. The outcome of this process might streamline the process for those wishing to create murals. Until then, follow the steps laid out by the RACC if wanting to create a community mural.

Community Mural Step-by-Step Guide:

1. Meet with public art staff from the RACC.
2. Submit Public Art Mural Application (applications are reviewed quarterly). See Appendix C.3.
3. Present Proposal to Public Art Advisory Committee for approval (proposal is reviewed based on the following criteria: artistic merit, community support, project feasibility).
4. Get signed Art Easement agreement from building owner (form is available within application).
5. Sign necessary forms to ensure you are in compliance with RACC policies regarding public murals.
Considerations
It is important to engage those in the community when first conceiving the mural. The opportunity to create something that is important and meaningful to residents both old and new should not be passed up. Consider asking for the help and input of Jefferson High School or Humboldt School students, as this can help build a sense of pride and ownership in the project and their community. Often, it is the process of creating the mural that is the most beneficial to the community, not the end result. Be sure to use it to strengthen the community and catalyze further neighborhood-oriented activities. Finally, use the resource box below to check for changes to the city’s murals policy. These will likely become less complicated as the Murals Working Group adjusts relevant city code.
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EDUCATION

ACTION ITEMS
Why is increased cooperation important?

Throughout Humboldt Community meetings, many residents noted that Humboldt is a “mecca of education,” home to Humboldt School, Jefferson High School, and Portland Community College’s Cascade Campus. Strengthening the relationship between these institutions, both to each other and to other neighborhood residents and resources, will help address other community priorities such as Youth Involvement, Livability, and Safety.

Research shows that both neighborhoods and students benefit from relationships between community groups and educational institutions. Additionally, research indicates that providing opportunities for student involvement in civic organizations is a positive strategy to prevent crime. Some researchers believe that simply responding to crime with punishment does little to solve the real problem; providing youths an opportunity for meaningful engagement in community decisions increases their sense of community and belief in their ability to be active agents in their own (and their community’s) success.3

Profile: Humboldt School
Humboldt School hosts grades Pre-K-8 and has an enrollment of 240 with a focus on arts and technology. It offers a YMCA before-school and after-school daycare as well as various extra-curricular and afterschool activities for students. Humboldt School currently has partnerships with the following organizations:

- Blazers Boys & Girls Club
- SEI (Self Enhancement Inc.)
- Hollywood West Fred Meyer
- Rite-Aid
- Portland International Airport
- ETHOS Music
- Portland Trailblazers
- Safer Routes to School
- Gang Resistance Education and Training (GREAT)
- KOIN TV
- SMART (Start Making A Reader Today)
- Adopt-A-Class Program
- Interstate Fred Meyer
- US Bank
- Income Property Management (IPM)
- ISM (Innercity Sports Ministries)
- WORKS Reading Support Program
- Young Men’s Mentoring Project
- Oregon State University Extension Program
- MR. DAVID YANDELL – CHESS FOR SUCCESS

Humboldt School has a Family Involvement Coordinator, whose role is to coordinate community outreach with the school. In addition, there is an adopt-a-classroom program where local businesses can sponsor a classroom with financial, educational, and moral support.

Goal: Increase Cooperation between Community and Schools

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Profile: Jefferson High School
Jefferson, currently celebrating its 100th year, hosts a 9-12 co-ed program in addition to two 6-12 single-gender education programs. Jefferson offers specializations in performing and visual arts, technology, health sciences/biotechnology, and Spanish Immersion (beginning in 2009-10). Jefferson also offers electives in all six Oregon Department of Education pathways. The PTSA meets the second Wednesday of each month at 7pm in the CommUnity Room (A43/44).

Jefferson boasts a world-renowned dance team, the Young Men’s Academy, and the Young Women’s Academy. According to Jefferson’s web site, it offers opportunities for volunteering, internships, and job shadowing.

Collect and Market Testimonials to Promote Enrollment in Local Schools
Several neighborhood residents expressed concern for improving local schools. HNA can assist these parents by helping them organize other concerned citizens with an interest in volunteering at local schools. Additionally, many residents may not be aware of programs offered to local students.

Research shows that high-quality schools have a significant impact on property values; therefore it is in the best interest for all Humboldt property owners to do their part to promote local educational institutions.

Testimonials Step-by-Step Guide:
• Develop marketing materials to share with local parents. These resources can be spread through social networks by current or future parents of Humboldt and Jefferson students.
• Marketing materials should highlight the schools’ accolades and community resources.
• Collect testimonials to vouch for quality of local schools. Testimonials provide third party proof of a school’s strong points and that a school can deliver on its promises1.

1 http://www.enrollmentresources.net/element.php?vartext=184-pm-m-se:2478-e:18080&SessId=

“As the neighborhood has changed, we see more people with more choices for where to send their kids to school. Declining enrollment leads to declining resources.” –Listening Session Participant

Goal: Increase Cooperation between Community & Schools
**Education**

**INCREASE ENROLLMENT AT LOCAL SCHOOLS**

According to the National Center for Education Statistics, public Pre-K-8 enrollment is projected to increase through 2016; public grades 9-12 enrollment is projected to decrease through 2014 and then increase\(^4\). At the time of publication, the U.S. is in the midst of a recession, and historic data shows that private school enrollment often decreases during a recession, due to the cost of tuition but also a decrease in school donations; this may provide an opportunity for Humboldt schools to attract students who might be exiting the private school system\(^5\).

In addition to increasing enrollment at local schools, there are also opportunities to increase enrollment of adult community members through low-cost PCC job training and skill programs. Promoting use of this program will increase employability of local residents, increasing economic opportunities for the community.

**PROMOTE SCHOOL AND COMMUNITY EVENTS**

HNA and local schools can strengthen their relationship with one another by promoting each others’ events. This is a simple and effective way to collaborate and increase community ties.

Suggestions:
- HNA can show its dedication to local students by volunteering or helping to organize volunteers for local schools.
- HNA can provide part of its monthly agenda to allow school representatives to share upcoming events or recent success stories. This will help HNA residents spread the word about positive events at local schools, and start the discussion for additional cooperation.
- HNA can increase attendance at monthly neighborhood meetings by sending flyers home with Humboldt School students.


**Profile: Portland Community College - Cascade Campus**

PCC’s Cascade Campus hosts programs in:

- Medical Laboratory Technology
- Professional Music
- Business and Business Administration
- Arts
- Government
- Fire Science
- Public Services Education
- Physical Education
- Trades and Industry
- Computer Technology

The Cascade Campus also hosts the North/Northeast Skill Center, which aims to provide affordable options to unemployed and underemployed Portland citizens for acquiring educational and occupational training. Participants do not pay tuition, and are only required to pay student activities and technology fees at approximately $7 per credit hour. Humboldt community residents expressed interest in accessing programs for affordable adult education and job training experiences. PCC’s Skill Center programs center around:

- Job exploration skills, including resume writing, interviewing, and job searching.
- Introduction to basic computer skills
- Orientation to the trades, including electrical, HVAC, construction, and carpentry.
- Applied math and basic math courses
- Principles of Technology
- Foundation skills, including reading, writing and math.

PCC’s Cascade Campus also offers a Middle College program to students in grades 10-12 at Jefferson High School. This program allows students to earn a high school diploma and college credits at the same time. The Portland Public School District pays tuition for qualified students.
ADOPT-A-CLASSROOM

Form a relationship with Humboldt School’s Family Involvement Coordinator, Cheryl James. Sponsors of Adopt-a-Classroom can provide donations or other resources to enhance local students’ education experience. This provides community members with a hands-on way to improve the performance of their local schools by lending their own skills and expertise to classrooms. Students benefit from memorable experiences with positive role models, exposure to new ideas, and civic engagement. Neighborhood adult residents and community businesses can participate in this process. HNA can aid the school by assisting in outreach to neighborhood networks to solicit participation.

PROMOTE COMMUNITY USE OF SCHOOLS

Portland Public Schools makes facilities available to rent at a low cost through its Civic Use of Buildings (CUB) office. Through this program, anyone can rent a gym, auditorium, cafeteria, classroom, or outdoor area for a reduced cost. Rental rates range from $10-75 per hour for non-profits (depending on time of day, facilities, equipment, and maintenance required) and $15-95/hour for for-profit businesses. Rates range up to $200. Neighborhood Associations may rent a room free-of-cost once a month. An application and a $15 fee are due 20 days prior to the event, and the rental fees are due 15 days ahead of the event.

PROVIDE CIVIC ENGAGEMENT OPPORTUNITIES

Research shows that one basic human need is the desire to belong. HNA can actively involve local youth in community decisions, therefore increasing community pride among all generations. This should lead to an improvement in youth violence, loitering, litter, and other concerns about Humboldt youth.

Considerations:
HNA can actively seek Jefferson High School students’ thoughts on local decisions by surveying, interviewing, or providing other methods for local youth to express concerns about their community.

To access local students in a school setting, please refer to the appendix for guidelines on submitting research proposals to PPS.

HNA could set a Portland precedent by increasing its youth involvement in HNA meetings. Reaching out to local youth organizations and inviting Humboldt teens to attend HNA meetings would show an effort to involve all community members, and potentially identify new methods to address crime. Alternatively, HNA could start a youth committee dedicated to involving youth in community clean-ups, volunteer outreach to promote HNA meetings, gardening projects, or other community activities.
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Youth

Community members identified several priorities pertaining to youth. Of those, the most frequently mentioned was the need for mentoring programs and afterschool/evening and weekend activities. Many sentiments were similar to those heard more than four years ago during the Neighborhood Conversations held by Our United Villages. This indicates that these issues are still very important to the neighborhood, and perhaps indicates they have gone unaddressed.

Goal: Increase Youth Activities

Extensive research exists on the links between extracurricular activities and high school drop out rates, juvenile crime, and academic achievement. The following strategies would provide more meaningful activities for youth in the neighborhood and keep kids engaged in their community. Mosaic Planning has identified several mentoring and after-school programs in or near the Humboldt neighborhood and recommends that the Neighborhood Association partner with and help promote these programs to youth in the community.

“I would like to see]... projects where people work together, take care of each other, share resources, and teach others their skills like elder and youth partnerships.” -Listening Session Participant
INCORPORATE AWARENESS OF EXISTING AFTER-SCHOOL AND MENTORING PROGRAMS

After-school and mentoring programs provide children with safe, constructive activities that promote academic achievement and provide positive adult and peer role models. These programs increase children’s engagement in school and reduce the number of youth victimized by crime.

Research shows that after-school programs and mentoring programs improve school attendance and academic performance as well as decrease problem behaviors such as drug and alcohol use. Luckily, a variety of after-school and mentoring programs already exist in North and Northeast Portland. The table on the following page describes programs currently available to youth in the Humboldt Neighborhood. For more details on each program and contact information see Appendix C.5.

**Program Awareness Step-by-Step Guide:**

1. Post Existing Programs for Youth Guide online.
2. Distribute guide to local housing developments, schools, day-care centers, etc.
3. Contact programs and see how the Neighborhood Association can help promote resources. For example, the HNA could promote one program a month on the website with an eye-catching endorsement for that program.
4. Update guide every few months.

**Resources**

- *Portland Children’s Investment Fund:*
  Portland voters approved the Children’s Levy which generates about $13 million a year to support programs designed to help children arrive at school ready to learn, provide safe and constructive after-school alternatives for kids, prevent child abuse, neglect and family violence and help foster kids succeed.  
  Contact: 503-823-2936  
  319 SW Washington St., Suite 310  
  Portland, OR 97204

- *Oregon Mentors:*
  Oregon Mentors works to expand positive life opportunities for all young Oregonians by connecting them with caring mentors. This website includes many resources and acts as a clearinghouse for mentor programs in Oregon.

- *National Mentoring Partnership:*

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6 [http://www.childrensinvestmentfund.org/whatwedo/afterschool](http://www.childrensinvestmentfund.org/whatwedo/afterschool)
Youth

GET INVOLVED IN PROGRAMS PROVIDING YOUTH ACTIVITIES

Many of the existing after-school and mentoring programs are nonprofits and rely on volunteers and donations in order to continue offering their services. The more volunteers available to them, the longer they can continue to provide resources to the community.

**Mentor Volunteer Step-by-Step Guide:**

1. Browse the table below to find a program that fits your interests or skills.
2. See Appendix C.5 for program contact information.
3. Call and find out what opportunities are available.
4. Encourage friends, neighbors, and coworkers to get involved too.

<table>
<thead>
<tr>
<th>MENTORING PROGRAMS</th>
<th>Program Focus</th>
<th>Age</th>
<th>Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Training</td>
<td>Internships</td>
<td>Academic</td>
<td>Intergenerational</td>
<td>At-Risk</td>
</tr>
<tr>
<td>REAP (Reaching and Empowering All People)</td>
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<tr>
<td>Urban League - Academic Support</td>
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<tr>
<td>Urban League - Mentoring (NULITES)</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Urban League - Career Awareness &amp; Internships</td>
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<tr>
<td>Urban League - Intergenerational Projects</td>
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<tr>
<td>Trillium Family Services</td>
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<tr>
<td>SMART (Start Making a Reader Today)</td>
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<tr>
<td>Metropolitan Family Services - Foster Grandparent</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Metropolitan Family Services - Experience Corps</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Friends of the Children</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Big Brothers Big Sisters - Columbia Northwest</td>
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<tr>
<td>Big Brothers Big Sisters - Columbia Northwest, Latino Mentoring Initiative</td>
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<tr>
<th>AFTER SCHOOL PROGRAMS</th>
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<td>Boys &amp; Girls Clubs - Blazers Club</td>
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<tr>
<td>Ethos Music Center</td>
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<tr>
<td>Girls Inc. of Northwest Oregon</td>
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<tr>
<td>Lifeworks Northwest</td>
<td>X</td>
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<tr>
<td>House of Umoja</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>Native American Youth Association (NAYA)</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Open Meadow</td>
<td></td>
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<tr>
<td>Portland Opportunities Industrialization Center</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Self Enhancement, Inc.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Tears of Joy Theater</td>
<td>X</td>
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**Goal:** Increase Cooperation between Community & Schools
**Goal:** Increase Cooperation between Community & Schools

**ENCOURAGE BUSINESSES TO PARTICIPATE IN AN INTERNSHIP PROGRAM WITH LOCAL YOUTH**

Currently, the Portland Opportunities Industrialization Center (POIC) operates a Work Training Program in which they place 70 students yearly into internships with local businesses. They hope to increase this number to 150 students by 2011. The Humboldt Neighborhood Association can assist in bringing together businesses in the neighborhood to participate in this program.

The opportunity for collaboration between schools in the neighborhood also exists, and was identified as a priority for the community. By encouraging Jefferson High School and POIC/Rosemary Anderson High School to work together, the internship program would be available to many more students.

The HNA can also encourage local businesses to start their own internship program. Businesses in the Boise neighborhood have come together to form the Boise Business and Youth Unity Project (BBYUP), a successful internship program for students who attend one of three local schools (POIC, Self Enhancement, Inc, or Albina Youth Opportunity School) and live in the Boise neighborhood. Businesses who participate can hire an intern, donate money, present at biweekly luncheons, or donate food for luncheons. The program is funded directly by the businesses and POIC manages the funds. This summer, 2009 marks the program’s third year.

“I would like to see jobs for youth in the community so you don’t have to have youth with drug problems, breaking into cars, etc. What about an internship program like the Boise Business and Youth Unity Project? The potential is so great for Killingsworth. [Businesses could] not only provide jobs but teach [youth] skills.” –Listening Session Participant

**Internship Program Step-by-Step Guide:**

1. Create a pamphlet on the benefits of participating in an internship program:
   - Provides extra help during the busy summer months from eager youth
   - Offers an opportunity for supervisory experience for developing employees
   - Offers a source of skilled and motivated future employees
   - Increases workforce diversity
   - Builds relationship between the community and the schools
   - Fulfills a civic and professional responsibility by providing students with real work experience
   - Offers opportunities to provide community service
   - Students can add enthusiasm, new perspectives and new ideas to the organization

2. Distribute to existing businesses throughout the neighborhood.
3. Include pamphlet in a Neighborhood Welcome Package.
4. Talk with BBYUP businesses and program facilitators (see Resource Box) to understand what was involved in starting that program

**Resources**

Boise Business and Youth Unity Project

- Shane Endicott:
  - Our United Villages, Executive Director
  - Shane@ourunitedvillages.org
  - 503-546-7499

- Leigh Rappaport:
  - Portland Opportunities Industrialization Center
  - http://www.portlandsentinel.com/?q=node/1716

Benefits to Hiring Interns:

Who to contact
As discussed earlier, Humboldt is a very diverse neighborhood. Diversity adds a level of complexity in reaching people due to different schedules, levels of trust, languages, and housing types. For this project, asset mapping of existing resources and contacts with wide connections was utilized to promote awareness of the project and to solicit involvement. By identifying the major organizations and institutions in the neighborhood, the neighborhood association, or other neighborhood groups, can get contact information to community members that are connected and have large social circles. These resident activists, church leaders, business professionals, and educational administrators are crucial contacts.

How to make contact
Personal contact is extremely important in the outreach process. While there are many ways of making contact with individuals, in-person interactions are by far the most effective at having an impact and building relationships. Personal meetings, whether by appointment or informally, should be the primary method of contact in all possible circumstances.

Where this is not possible due to time constraints, scheduling, or other barriers, contact can be made through phone calls. Phone calls allow you to make a case and answer questions all at once, a superior attribute in comparison to e-mails. Nevertheless, e-mailing is acceptable where other contact methods are unfeasible or impractical. Remember to keep a composite list of e-mail addresses for neighborhood association members and attendees as well as other residents, businesses, and workers in Humboldt so that event information can be easily disseminated through e-mail. These lists should be generated from meeting sign-in sheets and through the ad hoc addition of new contacts.

Keep in mind that there is no one-size-fits-all solution to successful public outreach. Be flexible and offer a multiplicity of outreach methods. Let community members indicate to you what the best way to be reached is.
What to say
Successful event marketing is critical to getting people to participate. For printed materials, good graphics as well as large fonts and exciting vocabulary can make the difference between whether a notice will be ignored or given attention. Also be sure that when promoting an event, you are doing all of the following:
- Offering something that affects individuals personally
- Helping people recognize the significance and potential impact of the event.
- Emphasizing the urgency of getting involved immediately.
- Offering alternative means to give input for citizens who are unable or unwilling to attend a formal meeting.

It is always important to know what matters to the person you are addressing. Be conscious of cultural differences and language issues at all times, and consider strategies to target different groups.

Make certain to include detailed information about the time, date, and place of the event, as well as what to expect and whether food will be provided. The more information people have and the easier you make it for them, the more likely they are to attend or get involved.

Where and how to say it

**Neighborhood Website**
The Humboldt Neighborhood Association can effectively advertise using their website and keeping it up to date with information about meetings and events. RSS feeds are an effective way to reach tech-savvy people, but should not be considered a reliable way to assure distribution of new information to everyone.

**Local Media**
The Skanner will post neighborhood event notification. North Portland’s Sentinel will also list events if provided. You should always consider the value of writing a press release as well, which helps explain the event to readers rather than simply providing them with times and dates. A short paragraph describing the event in a succinct way is all that you need. In addition, the City of Portland will also post events if they are notified, either through the Office of Neighborhood Involvement Site (www.portlandonline.com/oni) or on the primary site. The Oregonian has also been cooperative and posted neighborhood events of interest free of charge on their website (www.oregonlive.com). For examples, see Appendix D.

**Flyers and Brochures**
Delivering flyers in the neighborhood is a great way to ensure that every household and business is informed about an event. Because postage can be expensive, volunteers can distribute flyers and brochures by hand on their street and the immediate vicinity – 30-40 volunteers can deliver flyers to every home in Humboldt in about one hour. While flyering can be the most effective way at making sure everyone in the neighborhood hears about an event, it is by no means the most effective. Therefore, flyering should not be used as a substitute for more effective involvement strategies, such as making personal connections.
Outreach Guide

Strategic posting locations in Humboldt
Brochures and flyers can also have an impact if they are placed at locations with heavy foot traffic and with high visibility. It should be noted that in some locations, permission should be provided first and you should always let someone know that you are making a posting. While this should not be considered an exhaustive list, the following locations in Humboldt are good sites for this purpose are in the table posted to the right.

Community Resources
Never forget to use the resources of other members of the community. Depending on the event’s purpose, you should contact schools, churches, businesses, and non-profit organizations and request that they include your event in their newsletters or on their websites. People are generally quite receptive.

<table>
<thead>
<tr>
<th>Business or Organization</th>
<th>Address</th>
</tr>
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<tbody>
<tr>
<td>Albina Press</td>
<td>4637 N Albina Ave</td>
</tr>
<tr>
<td>Berean Baptist Church</td>
<td>4822 N Vancouver Ave</td>
</tr>
<tr>
<td>Bethesda Christian Church</td>
<td>109 N Emerson St</td>
</tr>
<tr>
<td>Bread and Roses Center</td>
<td>819 N Killingsworth</td>
</tr>
<tr>
<td>Chapel Pub</td>
<td>430 N Killingsworth</td>
</tr>
<tr>
<td>Cherry Sprout</td>
<td>722 N Sumner St</td>
</tr>
<tr>
<td>Coffeehouse Five</td>
<td>740 N Killingsworth St</td>
</tr>
<tr>
<td>Emmanuel Temple Church</td>
<td>1033 N Sumner St</td>
</tr>
<tr>
<td>Ethos Music Center</td>
<td>10 N Killingsworth St</td>
</tr>
<tr>
<td>First African Methodist Episcopal Zion Church</td>
<td>4304 N Vancouver Ave</td>
</tr>
<tr>
<td>Going Street Market</td>
<td>4601 N Williams Ave</td>
</tr>
<tr>
<td>Humboldt Gardens Community Room</td>
<td>5033 N Vancouver Ave</td>
</tr>
<tr>
<td>Humboldt School – may be able to distribute to students, table in lobby, outdoor marquee</td>
<td>4915 N Gantenbein Ave &amp; WEB</td>
</tr>
<tr>
<td>In Other Words</td>
<td>8 NE Killingsworth St</td>
</tr>
<tr>
<td>Jefferson High School - may be able to distribute to students, outdoor marquee</td>
<td>5210 N Kerby Ave &amp; WEB</td>
</tr>
<tr>
<td>North Portland Bible College</td>
<td>4905 N Vancouver Ave</td>
</tr>
<tr>
<td>Northeast Coalition of Neighborhoods Office</td>
<td>4815 NE 7th Ave &amp; WEB</td>
</tr>
<tr>
<td>Oregon Association of Minority Entrepreneurs (OAME)</td>
<td>4134 N Vancouver Ave</td>
</tr>
<tr>
<td>Piedmont Deli</td>
<td>441 N Killingsworth</td>
</tr>
<tr>
<td>Portland Community College-Student Services (in order to post flyers at PCC, you must get them approved at the Student Center – basement of library. Contact Kendi Esary)</td>
<td>705 N Killingsworth</td>
</tr>
<tr>
<td>Power House Temple Church</td>
<td>4525 N Williams Ave</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>5325 N Williams Ave</td>
</tr>
<tr>
<td>Traiel's Food 4 The Soul</td>
<td>300 N Killingsworth St</td>
</tr>
</tbody>
</table>
The Humboldt Community should convene to adopt which action items it wishes to undertake first. Some may be of higher importance, while others might simply be easier to implement quickly. The Humboldt Neighborhood Association should lead this effort to organize the community at large to implement those actions.

To aid the process, Mosaic Planning highly recommends the Neighborhood Association follow the steps below. This will expedite the process and assure the greatest and most effective participation, therefore leading to better results.

**NEXT STEPS**

1. **Training** – The Office of Neighborhood Involvement sponsors leadership and diversity trainings aimed toward Neighborhood Association leaders. Because Humboldt is one of the more diverse neighborhoods in Portland, and because there are varying experiences in public involvement and participation, it is recommended that all Neighborhood Association board members enroll in these training sessions. This will assure that board members:
   a. Are sensitive to concerns and experiences of neighborhood residents.
   b. Understand how cultural experiences shape groups’ experience, willingness to participate, and fears about public participation
   c. Have the skills to run an effective meeting, leading to better neighborhood consensus and more actionable results.

2. **Committees** – Because there are so many issues the Humboldt Community wishes to address, it may not be possible to cover all of these at a monthly meeting. Likewise, there are many issues that are of great concern to some community members, while remaining relatively insignificant concerns to others. To assure that all these issues are addressed in a productive manner, there should be open, transparent, and effective committees. This will allow community members to focus on the issues most significant to them, and reach a greater impact.
   a. Committees should reach out to the community and encourage new members.
   b. Committees should report back on efforts at monthly meetings.
   c. Committees should meet regularly and focus on action items to assure strong results.

3. **Liaisons** – Because outreach is complicated in a diverse neighborhood with so many community, religious, non-profit, business, and educational resources, outreach should not be designated to a single person. Different groups require different methods of outreach. Therefore, the Neighborhood Association should be able to achieve higher rates of participation by splitting up its outreach efforts between different liaisons for different groups. The advantages of this include:
   a. Liaisons can build relationships with small groups.
   b. Liaisons can learn the most effective media and methods to reach out to a specialized group of members.
   c. When community members cannot attend a monthly meeting, they can reach out to a liaison who they know and trust and the liaison can speak on their behalf at the monthly meetings.
   d. Splitting the work will allow more effective and focused outreach.
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**Location and Land Area**
Located in inner North Portland, generally bounded on the west by Interstate 5, on the north by Ainsworth Street, on the east by Rodney Avenue and on the south by Skidmore Street

- 352 acres (225 acres not including public right-of-way)

**Population and Population Trends**
- In 2000 over 6,500 people were living in 2,500 households, 27% of population under 18
- 6,174 people were living in 2,285 households (1990)
- Population composition: 41% black, 35% white, 13% Hispanic, and 4% Asian/Pacific Islander (2000)

**Income**
- 24% below poverty level (13% citywide)

**Zoning and Land Uses**
- Residential: 170 acres (75%)
- Institutional Residential: 26 acres (12%) comprising Portland Community College
- Commercial: 25 acres (11%)
- Employment: 4.3 acres (2%)
- Open Space: .2 acres (0.2%)
- Industrial: 0 acres

- Humboldt has more residential and commercial designated land and less open space, employment and industrial land designated than the city overall
- In 2000 60% of residential was in single family detached, 23% was in multi-dwelling (5+ units per structure)
- 44% of residences were owner occupied and 48% were rental occupied (2000)
- 76% of households were 3 people or less (2000)
- Northern half of Humboldt is in the Piedmont Conservation District, the southwestern corner is in the Mississippi Conservation District
- There are no developed neighborhood-scale parks and a minimal amount of designated open space land (0.2% of land area). Peninsula Park and community center is adjacent to north boundary on Ainsworth Street

**Employment**
- Killingsworth Street is designated as a Main Street in the Region 2040 Growth Management Concept Plan
- Humboldt has 14 liquor license establishments (April 2007)
- The northern half of Humboldt is in the Columbia Slough Watershed

- There are an estimated 130 businesses in Humboldt (source: ESRI Business Analyst)
- 43% of employees work at educational institutions and libraries
- 19% of employees work in the retail trade
- 5% of employees work in construction
- 5% of employees work in legal services
Transportation
• 20% of households do not own motorized vehicles (2000)
• 53% of residents drive alone to work, 20% took transit to work (2000)

Vacant and Redevelopable Land
• Around 100 acres of land may be vacant and/or redevelopable (Metro 2004 and Assessor and Taxation land use information)

Land Development Activities
• New construction permits (1/1995-2/2007): 4 accessory dwelling units, 10 apartments (190 units), 5 duplexes (10 units), 23 row houses (25 units), and 40 single family units
• Housing Authority of Portland’s (HAP) Hope VI, Humboldt Gardens redevelopment project, is under construction and will provide 130 apartments (100 very affordable housing units and 30 moderately affordable units), and ground floor community and retail services

Real Estate Trends
• Median housing value in 2000 was $135,541 and is projected to reach $273,477 by 2011
• Housing prices rose 297% from 1990-94 ($37,500) to 2000-04 ($149,000)

Public Facilities and Services
Schools: Humboldt Elementary, Jefferson High School, Portland Community College Cascade Campus
Library: North Portland branch
Urban Renewal: Interstate Corridor (expires 2021) – Storefront Improvement Grants on Killingsworth Street, Albina Triangle Pocket Park

Humboldt Neighborhood Association

Achievements
• Led neighborhood effort to create Albina Triangle Park
• Worked with HAP to advocate for a park developed in the new Humboldt Gardens mixed-use project.
• Worked with Portland Office of Transportation to apply for a grant that was funded for a phase of the Killingsworth Streetscape project.

Crime and Safety
• Reported offenses 388 per 1,000 population, which is greater than the NE Coalition of Neighborhoods area rate of 342 per 1,000 population
• Higher incidence of reported offenses for: rape, aggravated assault, burglary, and arson


Planning Documents and Work Plan Focus
• Albina Community Plan (1993, updated 2000)
• Humboldt Neighborhood Plan (1993)
• Interstate Corridor Urban Renewal Plan (2000)
# Planning Documents and Work Plan History

## Humboldt School Project:

**Oregon Solutions and Humboldt School, 2008**

The goal of this project is to ensure that efforts in housing, community development, and education are coordinated, creative, and positive for the neighborhood and Humboldt School. The Oregon Solutions Project will leverage resources to create a positive difference in the Humboldt Neighborhood and at Humboldt School.

## Interstate Corridor: Killingsworth Street Improvement Project

**Portland Development Commission and The City of Portland Bureau of Transportation, 2008**

The Killingsworth Street Improvement Project reflects the community's vision for a vibrant, mixed-use main street that encourages pedestrian activity and transit patronage and supports local businesses and residents. The improved pedestrian environment strengthens the connection between Killingsworth Street, the Interstate MAX, the surrounding community, and major destinations such as Portland Community College (PCC), Cascade Campus. Construction between N. Interstate and N. Michigan Avenues, and N. Borthwick Avenue to N. Commercial Avenue, were substantially completed in mid-June 2008. The section of Killingsworth across Interstate-5 was awarded a $200,000 grant through the Oregon Department of Transportation’s I-5 Delta Park Community Enhancement Grant Program. Construction on this I-5 overcrossing began in late summer 2008.

## Humboldt Neighborhood Conversations

**Our United Villages, 2005**

Over the course of six months in the winter and spring of 2005, Our United Villages facilitated 14 conversations on the top ten topics of interest to Humboldt residents. At each conversation, neighbors talked about ways to strengthen the community for everyone. The result was a document called, “Ideas to Inspire Actions From Humboldt Neighbors”, which explored ideas and plans from all 14 conversations.
The Interstate Corridor Urban Renewal Area includes a diverse collection of historic communities in North and Northeast Portland. The urban renewal plan addresses problems that are believed to cause the district to lag behind the rest of the City and region in terms of key economic and social measures. The goals and objectives of the plan followed seven primary topic areas – housing, economic development/jobs, transportation, revitalization, urban design/urban form/historic preservation, parks and open space, and community, facilities/public buildings/infrastructure. Building on the extensive community involvement process of the Albina Community Plan, the urban renewal plan aimed to incorporate lessons learned from the past, while looking towards the future.

This comprehensive district action plan provided a policy framework and long-term certainty to those who owned property or wished to invest in Albina. The plan’s primary intention was to combat the loss of employment base, disinvestment, and dilapidation in the Albina area. With a four-year process beginning in July 1989, the final adopted plan implemented land use, transportation and public service strategies. The strategies addressed livability, increased accessibility, reduction of land use and transportation impacts, improvements to the development potential of land, the preservation of Albina history, and improvements in public infrastructure. The plan also included social and educational programs to address the most pressing concerns of the people of Albina.

The Humboldt Neighborhood Plan was developed as a part of the Albina Community Plan. It included specific policies, projects, programs, and regulatory provisions which are specific to Humboldt. It also reinforced parts of the district plan as they apply to the neighborhood. As part of Portland’s Comprehensive Plan, this neighborhood plan assures residents that neighborhood goals, policies and objectives are carefully weighed in future changes to land use designation.
Humboldt Speaks Asset Map

a list of initial contacts made in the Humboldt Neighborhood

Organizations:
- Housing Authority of Portland
- Humboldt Neighborhood Association
- Humboldt School
- Jefferson High School
- Multnomah County Library – North Portland
- Northeast Coalition of Neighborhoods
- Portland Bureau of Planning and Sustainability
- Portland Community College – Cascade Campus
- Portland Development Commission
- Portland Office of Human Relations
- Portland Office of Neighborhood Involvement
- Portland Police Department
- Worksource Oregon
- African American Chamber of Commerce
- Albina Head Start
- Center for Intercultural Organizing
- Coalition for a Livable Future
- Humboldt Gardens
- Latino Network
- North/Northeast Business Association
- Oregon Action
- Oregon Association of Minority Entrepreneurs
- Oregon Solutions
- Our United Villages
- The Patton Home
- Salvation Army

Faith-Based Organizations:
- Emmanuel Temple Church
- Walker Temple Church of Christ
- Church of Christ Piedmont
- Berean Baptist Church
- Oregon Center for Christian Values
- Greater Faith Baptist Church
- Lifeline Christian Church
- Piedmont Presbyterian Church
- Bethesda Christian Church
- Albina Ministerial Alliance
- True Vine Missionary Baptist
- Power House Temple Church
- First African Methodist Episcopal Zion Church
- Jubilee Tabernacle
- Ark of Safety COGIC
- Portland Miracle Revival Center Church
- Calvary Christian Center
- North Portland Bible College

Neighborhood Businesses:
- Albina Weed and Seed
- Asian Reporter
- Coffeehouse Five
- Cherry Sprout
- Enjoni
- Ethos
- In Other Words
- Northwest Ideas, LLC
- Pho Jasmine
- Thai Food Cafe
- Traiel’s Food 4 the Soul
- The Skanner
**Neighborhood Institutions & Government**

**Humboldt Neighborhood Association**
Web: http://humboldtneighborhood.org
2009 Board Members:
Chair: Paul Anthony - paul@humboldtneighborhood.org
Vice-Chair Ketzel Levine - ketzel@humboldtneighborhood.org
Secretary: Brooke Chilton Timmons
Information Coordinator: Gretchen Brask
Will Villota
Brian Murtagh
Michael Leighton
Breanne Antonius

**Humboldt School**
4915 N. Gantenbein Ave.
Web: http://humboldtnewspdx.org
Contact: Principal Jamila Williams - jwilliams@pps.k12.or.us
Micaela Boesche - mboesche@pps.k12.or.us

**Jefferson High School**
5210 N. Kerby Ave.
Web: https://jefferson.pps.k12.or.us
Contact: Principal Cynthia Harris - charris@pps.k12.or.us

**Multnomah County Library – North Portland**
512 N. Killingsworth St.
Contact: Patricia Welsh – 503-988-6280

**Northeast Coalition of Neighborhoods**
Web: http://portland.necoalition.org/
Contact: Paige Colemen – paige@necoalition.org
Lauren McCartney - lauren@necoalition.org
Sylvia Evans – sylvia@necoalition.org

**Portland Bureau of Planning & Sustainability**
Web: http://www.portlandonline.com/bps
Contact: Debbie Bischoff - dbischoff@ci.portland.or.us

**Portland Community College – Cascade Campus**
Web: http://www.pcc.edu/about/locations/cascade/
Contact: Abe Proctor – abraham.proctor@pcc.edu
James Bowles - jbowles@pcc.edu

**Portland Development Commission**
Web: www.pdc.us
Contact: Sara King, Interstate Urban Renewal Area Manager – KingS@pdc.us

**Portland Office of Human Relations**
Web: http://www.portlandonline.com/humanrelations
Contact: 503-823-5510

**Portland Office of Neighborhood Involvement**
Web: http://www.portlandonline.com/oni/
Contact: Jeri Williams – jeri.williams@ci.portland.or.us
503-823-5827

**Portland Police Department**
Contact: Office Amanda McMillan
Northeast Neighborhood Response Team
amcmillan@portlandpolice.org
503-823-5795

**WorkSource Oregon**
Web: https://www2.worksourceportlandmetro.org/
Contact: 503-280-6046
ORGANIZATIONS

African American Chamber of Commerce
Contact: Roy Jay - roy@africanamericanchamberofcommerce.com

Center for Intercultural Organizing
Contact: Kasey Jama - kayse@interculturalorganizing.org
503-287-4117

Humboldt Gardens
5033 N. Vancouver Ave.
Contact: Myriam Demezas - MyriamD@hapdx.org

Latino Network
Contact: 503-283-6881

North/Northeast Business Association
4606 N.E. Martin Luther King Jr. Blvd., Suite B.
Contact: Gary Marschke - marschke.g@gmail.com
Joice Taylor - JtaylorGM@cs.com
503-445-1321

Oregon Action
Web: http://oregonaction.org
Contact: JoAnn Bowman - joann@oregonaction.org
503-282-6588

Oregon Association of Minority Entrepreneurs (OAME)
4134 N. Vancouver Ave.
Web: http://oame.org
Contact: Sam Brooks – 503-249-7744
oame@oame.org

Our United Villages
Web: http://www.ourunitedvillages.org/
Contact: Linda Hunter - linda@ourunitedvillages.org

Salvation Army
5325 N. Williams Ave.
Contact: Ron Carr
503-493-3925

John Canda
Gang Outreach Worker &
Youth Violence Prevention Consultant
johncanda@comcast.net

Delta Sigma Theta Sorority, Portland Alumnae
Chapter – June Key Delta House
5940 N. Albiina St.
Contact: Patricia Dickerson – RPADiii@aol.com
503-698-5474
Chris Poole-Jones – cwpj@comcast.net
503-281-5979
**FAITH-BASED ORGANIZATIONS**

- **Emmanuel Temple Church**
  1033 N. Sumner St.
  Contact: Pastor CT Wells
  503-287-2223

- **Power House Temple Church**
  4525 N. Williams Ave.
  Contact: Pastor Mary Scott
  503-282-6880

- **Berean Baptist Church**
  4822 N. Vancouver Ave.
  Contact: 503-281-0530

- **First African Methodist Episcopal Zion Church**
  4304 N. Vancouver Ave.
  Contact: Pastor Robert Probasco
  503-287-4969

- **Bethesda Christian Church**
  109 N. Emerson St.
  Contact: Pastor Melvin Bailey
  Pastor Andrew Brown
  503-282-9603

- **North Portland Bible College**
  4905 N. Vancouver Ave.
  Contact: 503-288-2919
  npbccollegeadm@qwestoffice.net

**NEIGHBORHOOD BUSINESSES**

- **Cherry Sprout**
  725 N Sumner St.
  Contact: cherrysprout@yahoo.com
  503-445-4959

- **Northwest Ideas, LLC**
  Contact: Lew Frederick - 503-975-7009
  contact@northwestideas.com

- **Ethos Music Center**
  10 N. Killingsworth St.
  Web: http://www.ethos.org
  Contact: Charles Lewis
  503-AT-ETHOS (503-283-8467)

- **Traiel’s Food 4 the Soul**
  300 N. Killingsworth St.
  Contact: Jermaine Atherton -
  JermaineAtherton@msn.com

- **In Other Words**
  8 N.E. Killingsworth St.
  Web: http://www.inotherwords.org
  Contact: 503-232-6003

- **The Skanner**
  Web: www.theskanner.com
  Contact: Bernie Foster – info@theskanner.com
Humboldt Neighborhood Survey

Report on 2007 Survey Results

February 2, 2009
Key Findings

In the fall of 2007, the Humboldt Neighborhood Association sent a survey to members of the neighborhood. The survey asked questions pertaining to future growth and development of the neighborhood as well as issues and concerns of residents. The Neighborhood Association received 60 responses, a response rate of just over 3%. (According to the 2000 Census, the Humboldt Neighborhood was home to 1,921 households.) Below are some key findings from the surveys. When reviewing these findings it is important to keep in mind that these results are not representative of the entire neighborhood.

Respondent Demographics

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male 18</th>
<th>Female 40</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>$5,000-$15,000 13%</td>
<td>$15,000-$25,000 10%</td>
</tr>
<tr>
<td></td>
<td>$25,000-$35,000 13%</td>
<td>$35,000-$45,000 8%</td>
</tr>
<tr>
<td></td>
<td>$45,000-$65,000 8%</td>
<td>&gt; $65,000 38%</td>
</tr>
<tr>
<td>No Response</td>
<td>8%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of Time as Neighborhood Resident</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 Year</td>
<td>5%</td>
</tr>
<tr>
<td>1-2 Years</td>
<td>15%</td>
</tr>
<tr>
<td>3-5 Years</td>
<td>23%</td>
</tr>
<tr>
<td>6-19 Years</td>
<td>37%</td>
</tr>
<tr>
<td>&gt; 20 Years</td>
<td>20%</td>
</tr>
</tbody>
</table>

Most Common Responses on Neighborhood Attributes

**POSITIVE Neighborhood Qualities**
- Friendly Neighbors
- Diversity
- Proximity/Location

**NEGATIVE Neighborhood Qualities**
- Traffic & Parking
- Trash
- Gangs/Violence/Crime

Other Findings

- More programs for youth, slower traffic, and cleaning up graffiti were the top three responses for what would make the neighborhood a better place to live.
- A grocery store and bakery are businesses respondents would like to see in the neighborhood, both with over 20% of all responses.
- Over 50% of respondents would prefer row houses, multi-family residential, retail and office developments while over 80% would oppose high-rise residential, multi-level parking and industrial developments.
- 85% of respondents said recent development in or near the neighborhood was an improvement or somewhat of an improvement to the neighborhood.
- 40% of respondents prefer newsletters as the method of learning about neighborhood activities.
- Nearly all of the respondents felt very or somewhat comfortable walking alone during the day but just over half felt very or somewhat comfortable walking alone at night.
Comments

- Related to Portland Community College, Cascade Campus (PCC)
  - PCC expansion plans do not reflect wishes of the neighborhood
  - Neighborhood Association represents interests of PCC to the detriment of residents west of N. Mississippi
  - PCC is helping neighborhood but creating parking problem, structure should be built
- Traffic
  - N. Ainsworth from N. Vancouver to Martin Luther King Jr. Blvd
  - N. Killingsworth
  - N. Alberta
  - Need more parking
- N. Skidmore often ignored because it is the boundary between neighborhoods, speeding is a problem
- Gang activity/violence around N. Blandena and N. Congress
- Drug dealing and prostitution
- Police presence is inadequate
- Excessive dumping at the Salvation Army
- Crosswalk needed by Library (we are under the assumption that this has been addressed)
- Feel like south side of neighborhood is left out of flyers/newsletters distribution
- Neighborhood Association should consider needs of renters, not just new homeowners moving into neighborhood
- Confusing school district boundaries
- Appreciation for Albina Triangle Plaza
- More support for purchasing goods from local businesses
- Big City Produce needs help
- Field at N. Kerby and N. Alberta would be a nice park
- Gentrification issues – what can we do about it?
- Would like to see more neighborhood support of Jefferson HS
Positive Neighborhood Qualities

Responses

<table>
<thead>
<tr>
<th>Quality</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendly Neighbors</td>
<td>25</td>
</tr>
<tr>
<td>Diversity</td>
<td>20</td>
</tr>
<tr>
<td>Proximity/Location</td>
<td>15</td>
</tr>
<tr>
<td>Shops, Restaurants</td>
<td>10</td>
</tr>
<tr>
<td>Parks/Trees</td>
<td>5</td>
</tr>
<tr>
<td>Homes</td>
<td>2</td>
</tr>
<tr>
<td>Transit</td>
<td>1</td>
</tr>
<tr>
<td>Schools/Library</td>
<td>1</td>
</tr>
<tr>
<td>Sidewalks/Walkability/Livability</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
<tr>
<td>Quieness</td>
<td>1</td>
</tr>
</tbody>
</table>

Negative Neighborhood Qualities

Responses

<table>
<thead>
<tr>
<th>Quality</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic and Parking</td>
<td>18</td>
</tr>
<tr>
<td>Trash</td>
<td>16</td>
</tr>
<tr>
<td>Gangs/Violence/Crime</td>
<td>12</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
</tr>
<tr>
<td>Drugs/Prostitution</td>
<td>6</td>
</tr>
<tr>
<td>Lack of Greenspace</td>
<td>4</td>
</tr>
<tr>
<td>Loss of Neighbors Moving In</td>
<td>4</td>
</tr>
<tr>
<td>Littering/Panhandling</td>
<td>4</td>
</tr>
<tr>
<td>Residents</td>
<td>4</td>
</tr>
<tr>
<td>Loud Music/Noise</td>
<td>4</td>
</tr>
<tr>
<td>Graffiti</td>
<td>4</td>
</tr>
<tr>
<td>Lack of Bike Paths, Crossings</td>
<td>4</td>
</tr>
<tr>
<td>Schools and Supervision</td>
<td>4</td>
</tr>
<tr>
<td>Disrepair</td>
<td>2</td>
</tr>
<tr>
<td>PCC Expansion</td>
<td>2</td>
</tr>
</tbody>
</table>
What Would Make the Neighborhood A Better Place to Live?

Businesses You Would Like to See
Type of Development Preferred

Recent Development In the Neighborhood Was:
Best Source of Information About Neighborhood Activities

Safety Walking Alone
Technical Report

Priorities Survey

Participants at the two Community Workshop events, the April Humboldt Neighborhood Association meeting, and website respondents indicated their two highest priorities for each of the six established themes. Participants ranked their first and second priorities at the events and neighborhood meeting, but relative rank was not obtained from the online surveys. Our data tallied first and second priorities together and summated composite results. The cumulative results are demonstrated in the Tables 1 through 6 below.

<table>
<thead>
<tr>
<th>Table 1. Safety</th>
<th>1st Priority</th>
<th>2nd Priority</th>
<th>Events sum</th>
<th>Weighted events sum</th>
<th>Web sum</th>
<th>Total Sum</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cut down on drugs, prostitution, gangs in the neighborhood</td>
<td>15</td>
<td>6</td>
<td>21</td>
<td>18</td>
<td>39</td>
<td>60</td>
<td>38.0%</td>
</tr>
<tr>
<td>Make it safe for pedestrians and cyclists on streets, sidewalks, and at crossings</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>30</td>
<td>34</td>
<td>21.5%</td>
</tr>
<tr>
<td>Improve streets and lighting</td>
<td>2</td>
<td>8</td>
<td>10</td>
<td>6</td>
<td>15</td>
<td>25</td>
<td>15.8%</td>
</tr>
<tr>
<td>Neighborhood watch</td>
<td>6</td>
<td>7</td>
<td>13</td>
<td>9.5</td>
<td>8</td>
<td>21</td>
<td>13.3%</td>
</tr>
<tr>
<td>Advertise crime prevention resources</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0.5</td>
<td>7</td>
<td>8</td>
<td>5.1%</td>
</tr>
<tr>
<td>Crosswalk at Humboldt School</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1.5</td>
<td>4</td>
<td>6</td>
<td>3.8%</td>
</tr>
<tr>
<td>No loose dogs</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0.5</td>
<td>3</td>
<td>4</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Results for safety indicate a clear majority prioritization of addressing drugs, prostitution, and gang activity in Humboldt. This held true across both workshop and online respondents. Secondarily, respondents indicated a concern for traffic safety, street lighting, and an interest in starting a neighborhood watch program. Here, however, there was a significant difference between event and online groups. Concern for traffic safety was almost exclusively a concern for web respondents.
### Table 2. Business & Econ. Opportunity

<table>
<thead>
<tr>
<th>Event Description</th>
<th>1st Priority</th>
<th>2nd Priority</th>
<th>Events sum</th>
<th>Weighted events sum</th>
<th>Web sum</th>
<th>Total Sum</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help small businesses survive</td>
<td>12</td>
<td>9</td>
<td>21</td>
<td>16.5</td>
<td>24</td>
<td>45</td>
<td>25.9%</td>
</tr>
<tr>
<td>Small grocery store in Humboldt</td>
<td>9</td>
<td>1</td>
<td>10</td>
<td>9.5</td>
<td>16</td>
<td>26</td>
<td>14.9%</td>
</tr>
<tr>
<td>Improve appearance of business storefronts</td>
<td>5</td>
<td>3</td>
<td>8</td>
<td>6.5</td>
<td>17</td>
<td>25</td>
<td>14.4%</td>
</tr>
<tr>
<td>Start career center to inform residents about jobs</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>7</td>
<td>11</td>
<td>20</td>
<td>11.5%</td>
</tr>
<tr>
<td>Bring new business to neighborhood</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>5</td>
<td>11</td>
<td>17</td>
<td>9.8%</td>
</tr>
<tr>
<td>New public market in Humboldt with flex retail space</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>3.5</td>
<td>10</td>
<td>15</td>
<td>8.6%</td>
</tr>
<tr>
<td>More business involvement in the neighborhood</td>
<td>0</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>9</td>
<td>15</td>
<td>8.6%</td>
</tr>
<tr>
<td>Parking in residential areas/traffic</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>6</td>
<td>11</td>
<td>6.3%</td>
</tr>
</tbody>
</table>

In the case of businesses and economic opportunities, respondents demonstrated significant interest in supporting the survival of existing small businesses, a commonality among both event and online groups. Respondents were secondarily concerned about attracting or developing a full-service local grocery store, improving business storefronts, and creating a resident-oriented neighborhood career center.
Table 3. Community Strength

<table>
<thead>
<tr>
<th>Priority</th>
<th>1st Priority</th>
<th>2nd Priority</th>
<th>Events sum</th>
<th>Weighted events sum</th>
<th>Web sum</th>
<th>Total Sum</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events and work on projects to foster community</td>
<td>14</td>
<td>7</td>
<td>21</td>
<td>17.5</td>
<td>33</td>
<td>54</td>
<td>31.4%</td>
</tr>
<tr>
<td>Start neighborhood clean-up for sense of pride</td>
<td>7</td>
<td>9</td>
<td>16</td>
<td>11.5</td>
<td>30</td>
<td>46</td>
<td>26.7%</td>
</tr>
<tr>
<td>Know and trust neighbors</td>
<td>6</td>
<td>4</td>
<td>10</td>
<td>8</td>
<td>22</td>
<td>32</td>
<td>18.6%</td>
</tr>
<tr>
<td>Create Humboldt identity</td>
<td>4</td>
<td>6</td>
<td>10</td>
<td>7</td>
<td>6</td>
<td>16</td>
<td>9.3%</td>
</tr>
<tr>
<td>Oral History Project with seniors, students, and residents</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>14</td>
<td>8.1%</td>
</tr>
<tr>
<td>Improve city perception</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Priorities under community strength were very similar between event and online respondents. The biggest priority for this theme was holding more events and working on more neighborhood projects that would foster community. This was followed closely by interest in starting a neighborhood clean-up program. The next largest priority was learning to know and trust neighbors.
The top priority in education was more ambiguous than in other themes. For education, six of the nine priority options received a relatively large share of votes. Creating school projects that improve the community obtained the greatest number of first priority votes at the events. This was also the marginal winner overall. Close secondary priorities included increasing school enrollments, getting the Humboldt community actively involved in school activities, strengthening relationships between educational institutions, making school facility improvements, and strengthening Jefferson High School. An interesting difference between event and online respondents was the focus on improving Jefferson High School, which was the top priority among online respondents, yet the absolute lowest among event respondents. This can, however, largely be explained because the priority was written-in as an option during the second workshop at the end of the list, resulting in fewer event votes.
<table>
<thead>
<tr>
<th>Table 5. Livability</th>
<th>1st Priority</th>
<th>2nd Priority</th>
<th>Events sum</th>
<th>Weighted events sum</th>
<th>Web sum</th>
<th>Total Sum</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build community garden</td>
<td>5</td>
<td>8</td>
<td>13</td>
<td>9</td>
<td>21</td>
<td>34</td>
<td>21.5%</td>
</tr>
<tr>
<td>Reforest area near I-5</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>5.5</td>
<td>22</td>
<td>29</td>
<td>18.4%</td>
</tr>
<tr>
<td>Start teen or community center</td>
<td>6</td>
<td>5</td>
<td>11</td>
<td>8.5</td>
<td>15</td>
<td>26</td>
<td>16.5%</td>
</tr>
<tr>
<td>Build new park</td>
<td>5</td>
<td>6</td>
<td>11</td>
<td>8</td>
<td>12</td>
<td>23</td>
<td>14.6%</td>
</tr>
<tr>
<td>Daycare or family services</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>13</td>
<td>18</td>
<td>11.4%</td>
</tr>
<tr>
<td>Build affordable housing</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>7</td>
<td>8</td>
<td>17</td>
<td>10.8%</td>
</tr>
<tr>
<td>Require off-street parking</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1.5</td>
<td>9</td>
<td>11</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

The top livability priority was building a community garden in Humboldt. This priority, however, was not the overwhelming top priority. Web respondents prioritized reforestation of the area near Interstate 5 as their top priority, which was the second highest priority among overall responses. Building a teen or community center was the second priority among event respondents and the third priority overall.
<table>
<thead>
<tr>
<th>Table 6. Youth</th>
<th>1st Priority</th>
<th>2nd Priority</th>
<th>Events sum</th>
<th>Weighted events sum</th>
<th>Web sum</th>
<th>Total Sum</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afterschool, evening, and weekend activities at parks, community centers, and schools</td>
<td>7</td>
<td>10</td>
<td>17</td>
<td>12</td>
<td>34</td>
<td>51</td>
<td>32.1%</td>
</tr>
<tr>
<td>Mentoring program between youth and employers, volunteers, and seniors to foster inter-generational relationship</td>
<td>19</td>
<td>7</td>
<td>26</td>
<td>22.5</td>
<td>22</td>
<td>48</td>
<td>30.2%</td>
</tr>
<tr>
<td>Use educational resources like PCC to help youth learn skills</td>
<td>3</td>
<td>6</td>
<td>9</td>
<td>6</td>
<td>16</td>
<td>25</td>
<td>15.7%</td>
</tr>
<tr>
<td>More trade skills and apprenticeship</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>4.5</td>
<td>14</td>
<td>20</td>
<td>12.6%</td>
</tr>
<tr>
<td>Children at play signs</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0.5</td>
<td>8</td>
<td>9</td>
<td>5.7%</td>
</tr>
<tr>
<td>Adult/Senior reading and math classes</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>3.5</td>
<td>2</td>
<td>6</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

There were two clear majority priorities concerning youth: increasing youth activities at parks, community centers, and schools in the evenings and on weekends; and creating a mentoring program between youth and adults in the neighborhood. Keeping youth occupied and allowing them to learn from Humboldt’s elders and business community were both very important to respondents.
Discrete Neighborhood Evaluations: Fill-in-the-blank data results

At the workshop events and the neighborhood association meeting, participants were asked to provide their opinion on the neighborhood using their own words. Participants were asked to fill in the blanks of statements to elicit their opinions on the neighborhood. There were eight sheets with such statements. Each statement attempted to probe the respondent’s concerns, interests, hopes, and needs. This revealed many of the respondents’ values without requiring them to select from provided options. Those statements are shown below:

1. One thing I want to preserve about my neighborhood is _____.
2. When I see _____ in my neighborhood, it makes me sad.
3. When I think about _____ in my neighborhood, I feel proud.
4. If I attend a neighborhood meeting, I hope we would discuss _____.
5. A business I would like to see added in my neighborhood is _____.
6. A resource or service I would like to see added to my neighborhood is _____.
7. I would describe the changes in my neighborhood in the past 10 years as _____.
8. If I could change one thing about my neighborhood, it would be _____.

The results of this activity are demonstrated in Charts 1 through 8 below. Charts only include up to six responses and only include those that received two or more similar answers. Complete tables of individual responses can be found in Table 7 at the end of this section. It is worth noting that these statements were included together with the prioritization survey in the online version. As a result, a majority of the responses were from online respondents. Only a minority of event participants filled out the fill-in the blank forms.
There is no question that respondents place a high value on the diversity of Humboldt, and preserving the cultural balance is vital to them. They wish not only to preserve the cultural and ethnic diversity, but to preserve the rich history of Humboldt that includes long-term residents as well as historic architecture.

Respondents were clearly concerned with the level of trash and garbage building up in the neighborhood, on streets, sidewalks, and in yards. They were also worried about drug dealing and about graffiti. Keeping the neighborhood clean is clearly very important to respondents. This aligns with the results of prioritization for safety and for livability.
Similarly to responses from the first statement, Humboldt residents are proud of the cultural and ethnic diversity present in the neighborhood.
For this statement, there were an extremely wide variety of responses. Chart 4 demonstrates each response that was given at least twice. While there is no clear single issue respondents would like to discuss at neighborhood meetings, they indicate a desire to focus more on active engagement opportunities, from holding neighborhood events to volunteering. They would like to continue to discuss crime and safety. They would also like to expand the breadth of issues discussed, indicated by responses regarding improved meeting attendance and a focus on equity and affordability. The wide number of single responses had a few commonalities as well, such as ensuring the inclusion of minorities and underrepresented groups in the neighborhood and building additional relationships.
There is no question that respondents overwhelmingly want a new grocery store in Humboldt. This was the highest priority by a very wide margin.

As was the case with neighborhood meeting topics, there was no majority response regarding new resources or services in the area. Daycare provision and a neighborhood park were both given by four respondents. One commonality among responses was a focus on communal resources that were open to everyone and served the needs of parents, youth, the elderly, and low income persons.
Chart 7.

I would describe the changes in my neighborhood in the past 10 years as ___.

- interesting: 2
- great/outstanding: 2
- Good: 3
- Improving: 3
- gentrification: 3
- Positive: 8

“Positive” is how eight respondents described changes in Humboldt. Many of the other responses, as Chart 7 demonstrates, were positively charged. In sum, however, there were 18 clearly positive responses, 7 relatively neutral responses, and 11 negatively-charged responses. As a result, while at least half of respondents felt changes in the neighborhood were positive, there is a sizeable dissenting minority. The complete list of responses can be seen in Table 7 at the end of this section. Overall, respondents felt that there were many positive elements to changes in Humboldt in the past 10 years, but they may have come with a cost and were not without negative consequences.
Making change happen with Jefferson High School received the highest number of responses. We believe this is more in reference to the structure than the institution, but it viewed negatively nonetheless. These responses came exclusively from the online results. Other suggested changes varied widely, from building community trust to cleaning up the neighborhood to making the neighborhood greener. Table 7 provides full results.

Chart 8.

If I could change one thing about my neighborhood, it would be ___.

- noise and rude behavior: 2
- graffiti: 2
- no trash: 2
- Knowing/trusting neighbors: 3
- Get rid of/fix Jefferson High: 4

Making change happen with Jefferson High School received the highest number of responses. We believe this is more in reference to the structure than the institution, but it viewed negatively nonetheless. These responses came exclusively from the online results. Other suggested changes varied widely, from building community trust to cleaning up the neighborhood to making the neighborhood greener. Table 7 provides full results.
Table 7. Complete Results

<table>
<thead>
<tr>
<th>One thing I want to preserve about my neighborhood is ___</th>
<th>Web sum</th>
<th>Workshop sum</th>
<th>Total sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>13</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td>History</td>
<td>6</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Long-term residents</td>
<td>6</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Housing stock</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Businesses</td>
<td>3</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Trees/tree-lining</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>African Americans</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Safety</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Low traffic</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Identity</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Affordability</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Education &amp; Residential mix</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Sense of community</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Blend of old and new</td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

When I see ___ in my neighborhood, it makes me sad.

<table>
<thead>
<tr>
<th>When I see ___ in my neighborhood, it makes me sad.</th>
<th>Web sum</th>
<th>Workshop sum</th>
<th>Total sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trash</td>
<td>16</td>
<td>5</td>
<td>21</td>
</tr>
<tr>
<td>Drug dealing &amp; activity</td>
<td>10</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>Graffiti</td>
<td>7</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>violence and crime</td>
<td>5</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Fighting kids</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>For Sale signs</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Disrespectful, idle youth</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Lack of communication and trust</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Prostitution</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Alienated long-term residents</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Racially oppressive symbols and signs</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>new construction</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Gentrification</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Run down housing</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Parking lots</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Poor rain water control</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>No murals</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Police</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

When I think about ____ in my neighborhood, I feel proud.

<table>
<thead>
<tr>
<th>When I think about ____ in my neighborhood, I feel proud.</th>
<th>Web sum</th>
<th>Workshop sum</th>
<th>Total sum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>11</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Schools and churches</td>
<td>5</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Topic</td>
<td>Count1</td>
<td>Count2</td>
<td>Count3</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>The people/neighbors</td>
<td>4</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Culture</td>
<td>4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Bicycling</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Friendly people</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>new businesses</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Small businesses</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Resources</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>events/activities</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>street trees</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Families</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Ease of getting around</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Houses</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

If I attend a neighborhood meeting, I hope we would discuss ____.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Count1</th>
<th>Count2</th>
<th>Count3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events/volunteering in the neighborhood</td>
<td>4</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Safety/crime</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>How to increase meeting attendance and neighborhood involvement</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Equity issues/Affordability for residents</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Clean-up</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Jefferson</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>community development</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>how to bring in new businesses</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>History of racism and police abuse</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Drugs</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Inter-neighborhood coordination</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Gangs</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Structure and staying on task; involving community and business</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>partners in the meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Older resident and minority issues</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>How to unite all the neighborhood</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Background information to give attendees information on issues</td>
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<td></td>
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</tr>
<tr>
<td>Something else besides PCC</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>A new grocery store</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>New sub-committee structure, more brevity at meetings</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Sustainability</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Building relationships</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Improving services</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Actionable things</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
A business I would like to see added in my neighborhood is ___.

<table>
<thead>
<tr>
<th>Business</th>
<th>Count</th>
<th>Rating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grocery store</td>
<td>17</td>
<td>2</td>
<td>19</td>
</tr>
<tr>
<td>(Family) restaurant</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Bank</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Bookstore</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Farmer's market</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Healthy restaurant</td>
<td>2</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>general retail</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Hardware store</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Gym</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Flea market</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Brewery</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Bakery</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Coffee shop</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Breakfast restaurant</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Pet store</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Consignment/used</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Sandwich shop</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>yoga studio</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Equal opportunity jobs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copy center</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A resource or service I would like to see added to my neighborhood is ___.

<table>
<thead>
<tr>
<th>Resource or Service</th>
<th>Count</th>
<th>Rating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>child care</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Park</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>community center</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>tool loan library</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>community gardens</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Neighborhood watch</td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Adult supervision</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Street lights</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Stop signs</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Free items store</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Skills training</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>neighborhood clean-up</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>roller rink</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>youth programs</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>graffiti removal</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>police resources</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>assistance with housing maintenance</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>teen center</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Elderly services</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
I would describe the changes in my neighborhood in the past 10 years as ___.

<table>
<thead>
<tr>
<th>Response</th>
<th>5</th>
<th>3</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gentrification</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Improving</td>
<td>3</td>
<td>3</td>
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</tr>
<tr>
<td>Good</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>great/outstanding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interesting</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Exclusionary/insensitive</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Dramatic</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Fast</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Depressing</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>skin deep</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>complicated</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>staggering</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>mixed</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>helpful</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>troubling</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Safer but less character</td>
<td></td>
<td>1</td>
<td>1</td>
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</tbody>
</table>

If I could change one thing about my neighborhood, it would be ___.

<table>
<thead>
<tr>
<th>Change</th>
<th>4</th>
<th>4</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Get rid of/fix Jefferson High</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowing/trusting neighbors</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>no trash</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Graffiti</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>noise and rude behavior</td>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>yuppie entitlement</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Teach new residents history</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>community policing plan</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>drug activity</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>public perception of Humboldt</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Killingsworth walkability</td>
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<td>Active renters in community</td>
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<td>Storefront improvements</td>
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<td>Traffic on Ainsworth</td>
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<td>Cultural isolation</td>
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**Businesses in My Community**

An additional activity at the workshops was an illustrative activity in which attendees were asked to draw in businesses along a street that were lacking in the Humboldt Neighborhood. While participation in this activity was modest, respondents primarily noted the need for restaurants (4). Other suggestions included a bookstore (1), grocery store (1), and wine shop (1). Of the restaurant responses, specifically mentioned were an additional Mexican restaurant and a breakfast restaurant.

**Map Activity**

Respondents were provided with a detailed map of the Humboldt Neighborhood. This map included lot information, occupancy data, public ownership information, park locations, and the presence of other amenities and facilities. Respondents were asked to use pins to identify specific locations where they: a) felt unsafe; b) found traffic problems; c) wanted new jobs; d) wanted new housing; e) wanted a new park; and f) wanted a community center. The geocoded results are shown in Map 1.

Certain patterns emerged from this activity. Regarding safety, more than one respondent each indicated concern at both the corner of Killingsworth and Albina and the corner of Killingsworth and Haight. Other responses were scattered, though three respondents indicated concern along Ainsworth, two of which were near Peninsula Park. Traffic concerns were generally along Killingsworth near Portland Community College, though there was also some concern along Alberta. Only one respondent indicated where they would like to see new jobs, which was allocated to a vacant parcel on Mississippi just south of Killingsworth. No respondent indicated where they would like to see new housing. The most popular response for park locations were at the two vacant parcels on Alberta; one next to Humboldt School between Gantenbein and Vancouver, the other at the corner of Williams. Many respondents were interested in locating a community center in the neighborhood. Locations varied, but multiple respondents wanted to locate a new center at Humboldt Gardens and also at a vacant parcel on Vancouver between Emerson and Killingsworth. Map 1 exhibits the complete results.
WHERE DO YOU...

Feel unsafe?  
Dislike traffic?  
Want to see jobs?  
Want to see new housing?  
Want a community center?  
Want a park?  
Potential Brownfield

WHERE DO YOU...

Want to see new housing?  
Want a community center?  
Want to see jobs?  
Feel unsafe?  
Dislike traffic?  
Peninsula Park
APPENDIX C.1

SAFETY
Community Foot Patrol

A guide for crime prevention practitioners and volunteers

This manual has the following purposes:

- To support the initial training of newly-forming Community Foot Patrols
- To help train new members joining an already-established Community Foot Patrol
- To consult when questions arise about the procedures and policies of Community Foot Patrol

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Introduction to Community Foot Patrols

What is a Community Foot Patrol?

A Foot Patrol is a trained group of volunteers organized to increase the safety and livability of their neighborhood. They walk their neighborhood streets, parks, or schools to deter crime and report incidents and problems, rather than sit back and hope that someone else will take care of any crime or livability problems. Foot Patrol members are actively and directly involved in solving those problems in a community-based, non-confrontational manner. Foot Patrols collaborate with the City’s Crime Prevention Coordinators, police, neighborhood coalitions and associations, schools, parks personnel, and area businesses to help make sure that neighborhood problems receive a prompt and effective response. A Foot Patrol is a great way to meet like-minded people, contribute to your community, and get some exercise too!

Purpose of Foot Patrols

Community Foot Patrols have several purposes:

• To help reduce crime and the fear of crime by providing a visible presence as a deterrent to criminal activity. Having concerned patrol members actively watching sends a message in the neighborhood that crime will not be tolerated. Criminals don’t wish to be observed, so the presence of alert, trained volunteers can deter and prevent some crimes. Additionally, residents begin to feel a sense of safety knowing that neighbors care and are concerned about the safety and security of the area.

• To report suspicious or illegal activities. The police and crime prevention staff rely on patrols to tell them about crime incidents and suspects. These patrols can provide timely information which can prevent crime from occurring or help apprehend criminals.

• To report livability problems. A Foot Patrol is in a good position to notice and report graffiti and other vandalism, abandoned vehicles, illegal dump sites, camping, evidence of drug dealing or manufacturing, street drinking, and other liquor violations.

• To promote positive communication and relationships within a neighborhood. Community Foot Patrols provide an avenue for neighbors to get to know one another and build a sense of community.

Types of patrols

Community Foot Patrols are, by their nature, walking patrols. Being on foot makes it much easier to notice detailed information about the environment or an event than one could notice driving in a car. For this reason, and others, the City does not encourage or support driving patrols. On rare occasions, it may be appropriate to start a bike patrol. For example, if a patrol is desired in an area that is mostly traveled by bicycle, such as a bike path, it would make sense to patrol it by bicycle. However, these situations are rare. It is almost always most appropriate to patrol on foot.
Foot Patrols typically operate in one of four different environments: residential areas, business districts, parks, or school grounds. Sometimes these areas overlap and a patrol may operate in two environments; the most common combination is residential and business. Different patrol settings may call for some differences in organization and operation due to the different crime and livability issues that may be present and the agencies that might respond to these problems.

- **Residential area patrols** usually work on reducing drug dealing, burglaries, thefts, and vandalism.
- **Business district patrols** are often oriented toward reducing drug dealing, prostitution, and alcohol-related problems.
- **Park patrols** are focused on reducing criminal activity in parks, such as vandalism, camping, speeding, sexual activity, drug sales or use, alcohol violations, and other misuse of park facilities. In establishing park patrols, additional steps need to be taken in co-operation with Portland Parks & Recreation.
- **School patrols** are organized to patrol the school grounds and immediate surrounding area to eliminate vandalism, drug dealing, speeding, or the presence of adults who may endanger children. In establishing school patrols, additional steps need to be taken in co-operation with the school district.

**Roles within a Foot Patrol**

Foot Patrols consist of a group of patrol members, one or two of whom are designated the patrol organizer(s). The patrol organizer is someone selected by the group to manage the patrol schedule and the records of the group, as well as serve as the main communication link between the patrol, its members, and its partners.

**Roles of partners**

While community members are the people who do the actual patrolling, they partner with others to achieve the best results. Without exception, Foot Patrols partner with and receive technical assistance from crime prevention staff and police. Depending on the location of the patrol and the specific issues at that location, other partners may also be appropriate.

**Crime Prevention Program Coordinators**

Employed by the Office of Neighborhood Involvement, Crime Prevention Program Coordinators (CPPC) are professional problem-solvers, educators, and community organizers on issues of crime and public safety. Every part of Portland has an assigned CPPC. CPPCs provide the initial training to patrol members, and often provide follow-up training as well; provide advice and assistance to the patrol such as information about resources and crime patterns; help coordinate responses to chronic problems; and serve as a central repository for patrol records.

**Police officers**

These could be district officers, who respond to radio calls; Neighborhood Response Team officers, who work on long-term problems; or members of specialty units such as the Gang Enforcement Team, the
Drugs and Vice Division, or the School Police. Police receive, review, and respond as necessary to incidents reported by the Foot Patrol. They can assign an officer to attend patrol trainings or meetings.

**Neighborhood Watch Organizers**
These are community members who lead a Neighborhood Watch. A Neighborhood Watch is a way of organizing residents of a block to make the block more resistant to crime, and better able to respond to crime if it occurs. Often, people who are interested in Neighborhood Watch are interested in Foot Patrol, and vice versa. Many times, people are involved in both. Some Foot Patrols are outgrowths of a specific Neighborhood Watch. If Neighborhood Watches exist in the patrol area, for mutual safety and effectiveness the members of each group communicate with each other about any incidents or problems in the area.

**Neighborhood coalitions and associations**
Neighborhood coalitions are organizations which provide support and technical assistance to a group of neighborhood associations. It may be appropriate to notify the neighborhood association and/or neighborhood coalition of any problems that are witnessed on a patrol. These organizations have a certain amount of clout because they represent the residents of an area, and can sometimes direct resources or attention to a problem.

**Business owners, business associations, and Business Watches**
These can be very effective partners for a business district Foot Patrol. Like the neighborhood associations and coalitions, business associations may be able to direct resources or attention to a problem. Business owners often give their emergency numbers for a patrol to call if they see any problems at their building. Some business owners are willing and able to make physical improvements on their building that may help deter crime, such as adding lighting. Business Watches are networks of businesses in a specific area organized to prevent and better respond to crime. They are obvious allies for a business area Foot Patrol, in the same way that Neighborhood Watches are allies for a residential area Foot Patrol.

**Parks & Recreation staff**
A park Foot Patrol would regularly communicate with the Portland Parks & Recreation security manager, the Park Rangers, the park district maintenance manager, and/or the staff at community centers, which are often located in parks. Depending on the location and the problem, once they are made aware of a problem any of these staff members may be able to take action that could help deter or eliminate problem activity in a park. Especially during the summer months, activity in parks picks up and requests for services and patrol by the parks bureau increases. The Parks Bureau employs Park Rangers who patrol the parks and assist in keeping the parks safe and livable. Park Rangers write park exclusions and work with the Police, neighbors, and patrols in keeping the parks safe and secure.
School staff
A school Foot Patrol would communicate with that school’s principal, the school district security manager, and/or maintenance and custodial staff to help address problems that are detected on school grounds.

Other possible partners
There are other city staff and community members that may be appropriate partners for a Foot Patrol, such as the City’s graffiti abatement coordinator or noise control officer, or the office of transportation, or a religious leader of a congregation in the patrol area.

Success stories
There are multiple Community Foot Patrols operating in Portland. Here are some of the successes they have had in reducing problems in their neighborhoods:

The Mt. Tabor Park Foot Patrol has 27 active volunteers who conduct as many as 33 patrols per month at the very popular Mt. Tabor Park in Southeast Portland. The group also helps by picking up litter and providing information to park visitors. Over the years this patrol has been very successful in reporting criminal activity, educating visitors on how to keep their cars safe from vandalism, reporting graffiti and working with the police and park staff to address suspicious activity. This committed group of individuals has increased the trust of the neighbors, police, and visitors to Mt. Tabor Park.

At Argay Park in Northeast Portland, a history of drug activity in the park prompted neighbors to form the Argay Park Foot Patrol. More recently, the park has experienced a spate of racist graffiti, and the patrol has been instrumental in getting it reported and cleaned up quickly. The patrol uses their patrol sessions to pick up litter while they watch for any further crime and nuisance problems. They often encounter neighbors in the park who thank them for what they are doing and say that they like using the park because it feels safe and clean.
Starting a Foot Patrol

Talk to your Crime Prevention Program Coordinator about your interest in starting a Foot Patrol. He or she can give you some pointers on the first steps, which include:

**Recruiting volunteers**

People with a vested interest in the potential patrol area (stakeholders) are your best resource for potential volunteers. Your CPPC can assist in publicizing and marketing the effort to the public. Places to recruit potential members include: Neighborhood or Business Watches; neighborhood or business associations; congregations; and civic organizations. Effective recruitment techniques might include press releases, newsletters, posters, and announcements at meetings. Think about the stakeholders in your area, where they gather, and how they communicate. It’s a good idea to gather as many interested people as possible before holding the first training. Twelve is a good target number for starting a new Foot Patrol. If you have fewer people, but they are very dedicated, it can work out just fine too.

**Selecting a patrol area & time**

In choosing a patrol area and the time the patrol will occur, consider the following: residents’ complaints or concerns; crime patterns in the area; existence of Neighborhood Watches or Business Watches; identified problem locations; safety of patrol members; and natural borders.

**Making arrangements with partners**

If you have decided to have a Foot Patrol that is focused on a park, you will need to make a connection with Portland Parks & Recreation. They have their own criteria for volunteers that need to be met. Since parks attract young children, Portland Parks & Recreation requires a basic background check for those doing volunteer work in the parks. Similarly, Foot Patrols that are focused on schools will need to make a connection with the school district and the principal of the school. If the Foot Patrol will operate in an area with an active Neighborhood Watch or Business Association, it makes sense to connect with these groups. Your CPPC can help you with any of this.

**Arranging training for patrol members**

Once you have recruited a group of volunteers, the CPPC will provide the initial training for the group. An outline of the initial training can be found in the addenda of this manual. Talk to your CPPC about a date, time, and location for this first training.
Patrol logistics & procedures

Once a Foot Patrol has formed, they are ready to start patrolling their area. What follows is an explanation of the logistics and procedures of conducting a patrol session, and maintaining a Foot Patrol over time.

Preparing for your patrol

Dress appropriately

• Dress for the weather, for comfort, and for easy movement. A fanny pack or pockets will be the best way to carry any personal items you want to have with you. Carry as little as possible for easy movement.

• When patrols form, they select identifying clothing that all members must wear while on patrol. Most patrols opt for reflective vests, which can be purchased for a fairly low cost at sporting goods stores, safety supply stores, or bike shops. Some patrols have tee-shirts or jackets printed. If paying for the patrol’s identifying clothing may be a problem for any member, consider approaching a local business and ask them to donate to your patrol, or talk to your CPPC for other ideas. No member should be excluded for an inability to purchase the vest or shirt.

Meet up with your fellow patrol members

• At least two people must be present for a patrol to go out. One person should never patrol alone for safety reasons. At night or in areas which have been experiencing significant crime problems, it is recommended that three or more people go out together on patrol.

• Meet up with the other patrol members in a spot that makes the most sense for everyone. This might be a member’s house, an area business, a community center, or wherever the patrol equipment is kept.

Bring or pick up the necessary equipment

• Each member must carry a notebook & pen for recording incidents or conditions that need to be reported, and be equipped with a flashlight if the patrol is in the evening. The flashlight enables you to see your patrol area better, and allows the police to find you more easily if you need to summon them. The group must have at least one cell phone with them on patrol so they can call 911 or the non-emergency number if necessary.

• Usually, patrol members supply their own flashlights, notebooks, pens, and cell phones and bring them along the day of the patrol.

• Some patrols prefer to share this equipment and leave it in a central location for the patrol to pick up each time they go out. A local business that is open long hours may be willing to store the equipment, and the group could start and end the patrol at the business.

• If it is the case that few or no members of a patrol own cell phones, speak to your CPPC about the situation. A patrol really must have a cell phone with them when they are out patrolling.
Select your patrol area for the shift

- Identify which areas of the neighborhood you want to patrol, being sure to discuss any particular areas where the patrol may need to be especially alert. Select a route that is within the boundaries that your specific Foot Patrol has selected. Preplan your route and the amount of time it will take to do the patrol. All the members should begin and end with a preplanned destination. If members cannot walk the full route because of time or physical constraints, the Foot Patrol needs to discuss how this will impact the patrol for that day or evening.

Check in with the police

- Notify the police that the patrol is heading out. They need to know the area that will be patrolled, how many patrol members are going out, the time the patrol will end, and the cell phone where the patrol can be reached.
- As of this writing, only Central Precinct has desk clerks 24 hours per day. For this reason, Central Precinct will take the calls from Foot Patrols who are headed out on patrol and convey the information to the appropriate officers anywhere in the city. The number for Central Precinct is 503-823-0097.
- Notifying the police is important both for the safety of patrol members and the knowledge of police officers who are working in the patrol area. If the Foot Patrol needs to call the police, it can speed their response time and understanding of the situation if the police already know that a patrol is happening in the area.

Conducting your patrol

Walk your area

- Walk through your patrol area, looking for any situations or conditions that need attention. Patrol members should stick together for the entire time that they are on patrol.
- Neighbors are often curious about what the Foot Patrol is doing. As long as the neighbors seem safe, be open and friendly! You are forming potential alliances with people who might want to join the Foot Patrol or help your cause in some other way. Likewise, be friendly towards kids you may encounter. It’s valuable for them to see that theirs is a community that cares about safety and livability and is hopeful for the future.

If you encounter a situation that seems criminal or dangerous

- Protect your personal safety and that of the other patrol members. See addenda section of this manual for information about personal safety. Personal safety is paramount. There is no need to endanger yourself EVER.
- Keep your demeanor cool-headed and non-confrontational. It is not the Foot Patrol’s job to arrest, detain, or confront criminals, even just verbally; that’s what police are for. Your job is only to be the eyes and ears of the community and to record problems and report them to the appropriate people.
- From a safe distance, note exactly where the problem is happening and as many other details as you can safely gather. If cars are involved, try to get license plates. If the suspects leave, note the direction in which they travel.
• Call 911 or the non-emergency number, as appropriate. See addenda under “Calling 911, non-emergency, and other resources.”

**If you see situations or problems that can be reported later**
• Again, note as many details as possible in your notebook.
• After the patrol, you will report the situation to the appropriate person. See the addenda under “Calling 911, non-emergency, and other resources” for some commonly-needed phone numbers. If you are unsure to whom you need to report a problem, call your CPPC for advice.

**Wrapping up a patrol**
• If the patrol organizer is not present, decide who will contact them with the information they need to write a log entry. Or, if the patrol’s log book is in a central location, the entry can be made at the end of the shift by any of the patrol members.
• If any non-emergency events or conditions were noted on the patrol that need to be reported, decide who will make that report. For example, if graffiti was noted, someone needs to call the graffiti hotline or make an online report.
• If the group shares equipment that is stored in a central location, return the equipment to its storage place.
• Do something nice for yourself. You deserve it. You are making an important contribution to your community!

**Patrol organizer tasks**

**Scheduling**
• The scheduling of patrols varies greatly depending on the number of volunteers and their schedules, geographic size of the area patrolled, and safety considerations.
• Some patrols can have regularly scheduled times. Patrol volunteers are informed when the patrol goes out and they come if they can. The patrol goes out if there are enough volunteers for a patrol. A minimum of two members must patrol at one time.
• The times the patrol wants coverage can be divided into shifts. Volunteers then sign up for a particular weekly or monthly shift, or as they have time.
• Another way of scheduling is to have an open calendar. Volunteers sign up for the time that is most convenient for them.

**Record keeping**
The patrol organizer keeps the following records for the patrol, and makes sure that the CPPC has current copies:
• Patrol area map
• Updated patrol roster, including emergency contact information for each member. Some patrols like to set up a phone tree or email list serve so they can get information to the whole group quickly if needed.
• Patrol logs: patrol logs will include dates and times of patrols; volunteers on the patrol; and any significant events or calls for service.

In addition to assisting with monitoring of neighborhood problems over time, the reason for this documentation is to provide a record of active volunteers and volunteer hours. This can provide...
the basis for volunteer recognition, patrol recognition, and support requests for donations or grants for the patrol.

**Follow-up training and meetings**

An active Foot Patrol often has members join after the initial training that happens when the patrol forms. The crime prevention program coordinator (CPPC) will be happy to train new members of the Foot Patrol and do refresher trainings for people who are already members. Or, when a Foot Patrol is experienced and established, the Foot Patrol organizer may do these trainings. The CPPC can provide the Foot Patrol organizer with materials to conduct the training.

It's a good idea for active Foot Patrols to set up regular meetings for members to discuss what they are seeing on patrol. The CPPC or a police officer will be able to attend some of these meetings. Meetings are a good time to discuss how more members might be recruited, or any procedural decisions that need to be made. They are also a good time to have a short training on a topic of interest to members of your Foot Patrol that would help them better understand trends in crime in their neighborhood. For example, additional training in liquor violations, gang activity, or domestic violence may be helpful. Talk to your CPPC about additional training you would like to have. He or she may be able to provide the training, or help you find a trainer on the topic.
Addenda

Frequently Asked Questions

Can we have a driving patrol?
It is far easier to see and respond to problems in the neighborhood when on foot. When you are driving, your attention should be on safely driving the car. When you are on foot, you can devote your attention to the neighborhood itself, which is the purpose of a Foot Patrol. For these reasons, the City does not encourage or support driving patrols.

Can my children come along on patrol?
For practical and safety reasons Foot Patrol members need to be focused on watching their surroundings, rather than taking care of the needs of a child. Also, the Foot Patrol cannot be as flexible and mobile if accompanied by a child. Lastly, there is the potential that Foot Patrols could be confronted by people who are belligerent and angry. Remember, criminals don’t like to be watched and in rare instance may confront a Foot Patrol. For this reason, Foot Patrol members may not bring their minor children on patrol with them.

Can I bring my dog?
For the same reasons listed above, we recommend that you leave your pet at home when you are on patrol. However, we are aware that some people like to combine their patrolling with their dog’s daily walk, and would have difficulty fitting in two walks. If you have a very well-trained dog who you know will not distract you from patrolling, and the other members of the Foot Patrol are comfortable patrolling with you and your dog, you may go ahead and bring your dog.

Can I bring a friend or a potential new patrol member?
Yes, as long as that person is briefed on the basics of participating in Foot Patrol prior to going out. A good way to do this is for a current patrol member to go over the volunteer agreement form with the person, making sure that they understand that Foot Patrol is a non-confrontational activity. Having people come along for “walk-alongs” is an excellent way to recruit new members of the Foot Patrol. If a person is going to join the patrol on a regular basis, they need to be provided with the training, and need to sign the volunteer agreement form.

Can minors be part of the patrol?
Community Foot Patrol members must be 18 years of age or older.

What if we don’t have access to cell phones?
If no members of the Foot Patrol have cell phones that can be used on patrol, talk to your CPPC. He or she may know about a way to get cell phones donated to your Foot Patrol.

What if I have a concealed carry permit? Can I bring my gun? What about pepper spray?
Even if you choose to carry a weapon for self-protection in other cir-
cumstances, you may not do so while patrolling with your Foot Patrol. If you insist upon carrying your weapon with you at all times, Foot Patrol is not for you. There are other ways you can serve your community if you are interested. Speak to your CPPC for ideas.

**Can we arrest or detain someone until the police arrive?**

Civilians who try to detain or arrest criminals risk injury, death, and lawsuits. Police officers are paid and trained to make arrests. Foot Patrol members should stay a safe distance away from a situation and wait for the police to arrive and determine if arrests need to be made.

**What if we see family violence?**

Many people who witness a disturbance between romantic partners or family members feel like the situation is “private” and should be ignored. Nothing could be further from the truth. If you see violence, or a situation that could soon become violent, no matter the relationship between the people involved, 911 should be called. While the people involved in family violence may feel embarrassed if attention is called to their situation, violence should never be ignored. Ignoring violence hurts the whole community.

**Can we distribute brochures or flyers while we patrol? Can we pick up litter as we patrol?**

Yes. Just keep in mind that your ability to move easily and quickly is important, so you don’t want to carry so much with you that it impairs this ability.

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**Outline of Foot Patrol training**

Crime prevention staff will train Foot Patrol members with assistance from the police and other resources as appropriate.

1. Classroom training
   - Discussion of specific neighborhood problems that have led to the desire for a patrol
   - Overview of purpose of Community Foot Patrol
   - Patrol procedures
   - Identifying suspicious activities
   - Calling 911, non-emergency, and other resources
   - Reporting livability problems
   - Patrol logistics: scheduling, record keeping, equipment
   - Personal safety while on patrol
   - Selection of patrol leadership
   - Filling out volunteer agreement, and if needed, background check forms for Portland Parks & Recreation or the school district

2. Initial patrol with crime prevention staff and/or police officer
   - The CPPC or a police officer (or both) can accompany the group for an initial patrol of the area, pointing out problem spots and answering questions.

The CPPC will provide the Foot Patrol with manuals. The manual is
also on the Office of Neighborhood Involvement website and can be downloaded by anyone who would like a copy. The website is located at www.portlandonline.com/oni. Follow the links for Crime Prevention.

Additional training may be arranged upon request. For example, training about a specific type of crime may be appropriate.

\*\*\*\*\*

**Calling 911, non-emergency, and other resources**

(This section adapted from Bureau of Emergency Communications brochure)

_When to call 911_

Call 911 when it is an emergency and a prompt response is needed. Call 911 if it is a life-threatening situation or something is occurring at the time of the call. A fire, medical problem, assault, fight, traffic accident, or any situation that could result in loss of life or major property loss should be called in to 911.

_What happens when you call 911_

When you call 911, a call taker will ask you a series of questions which they are trained to ask. Keep your answers as short and direct as possible. Questions may include: What happened? What is the location? Where are you calling from? What is your name? Please do not assume that the call taker has this information in the computer. All facts need to be verified to ensure that your emergency is handled as quickly as possible.

_Why you should stay on the line_

While you are on the phone with the call taker, he or she can send your call to the dispatcher. Staying on the line with the call taker does not interfere with the ability of the dispatcher to send help and it will not delay the response. The call taker may need you to stay on the line to help direct emergency personnel to the right location or to provide additional assistance that can help ensure your emergency is handled correctly. If it is possible, do not hang up the phone until the 911 call taker says it is okay to hang up.

_What should you do if you’re put on hold?_

If you call 911 and reach a recording which states that all lines are busy, stay on the line. Your call will be answered as quickly as possible. If you hang up and redial, you will lose your place in line and a call taker will receive the message that someone from your phone called 911 and then hung up. The call taker then is required to attempt to call you back; meanwhile if you are calling in to 911 again, two call takers are now attempting to respond to your call.

_When to call the non-emergency number_

The non-emergency number is 503-823-3333, which you can dial 24 hours a day for non-emergency police help. Using the non-emergency number keeps 911 available for true emergencies. 911 call takers receive non-emergency calls often; most frequently the call is from some-
one wanting to report a crime which occurred a few hours, or even a few days ago. This ties up valuable resources that should be reserved for true emergencies.

Some examples of when you should call 503-823-3333 are:

- While your patrol is walking down an alley, you discover discarded property (such as a wallet or some mail) which may have been stolen.
- While your patrol is walking through a park, you see some people who are behaving suspiciously and you would like to have the police check them out, but no obvious crimes are being committed and no one is in danger.
- While your patrol is walking through a commercial area, you walk by a business after business hours, and it has not been secured (e.g. the door is hanging open and there are no employees around).

**When not to call either number**

Often people call 911 or the non-emergency number if they want to know road conditions, report an animal problem which does not involve a vicious animal, report a power outage, or are having trouble finding a phone number in the phone book. When you need information, or if you are making routine business inquiries, you should not use either the emergency or non-emergency number.

If you cannot find a phone number in the phone book, call information at 411.

If you have a complaint or question regarding a service provided by the City of Portland or Multnomah County, call the city/county information and referral line at 503-823-4000.

If you have a general question regarding police services or are unsure whom to call with your non-emergency question, call the Police Bureau information line at 503-823-4636.

If you want to report graffiti, call 503-823-4TAG (4824).

If you want to report a possible liquor law violation, call the City’s liquor licensing specialist at 503-823-3092 or the Oregon Liquor Control Commission at 503-872-5070.

If you want to report a pattern of excessive noise, call the City’s noise control office at 503-823-7350.

You can also report graffiti, liquor, and noise problems online at www.portlandonline.com/oni.

If you want to report an animal problem, call Multnomah County Animal Control at 503-988-7387.
Protecting your personal safety while on patrol

It is important that, while you are on patrol, you take measures to protect your personal safety. Participating in Foot Patrol is very rarely dangerous, but it is certainly true that criminals do not like to be watched while they commit crimes. Sometimes they confront Foot Patrol members. Below is a discussion of some basic principles of personal safety that you can apply to your activities on the Foot Patrol and other parts of your life as well.

Trust your intuition, and act on it
Your intuition is your internal alarm system that tells you when there is something wrong in your environment. Your intuition may tell you that something is wrong even before you detect the problem through sight, sound, smell, or touch. You may experience intuition as a feeling of dread or doubt, or through physical sensations, such as tightness in the stomach, hair standing on end, or a racing heart. When your intuition tells you that you are in danger, take action! Often, people try to talk themselves out of what they feel (“Don’t react. Maybe you’re wrong. You don’t want to look foolish.”), but this is rarely a good idea. Instead, do something to make the situation safer for you and the others on Foot Patrol with you. You could reduce your isolation by walking into a store, or you could cross the street and go the other direction to get away from a situation. If you are face-to-face with a dangerous situation, you can use de-escalation techniques to try to keep the situation calm until you can escape.

Deal with a situation at the lowest & calmest level possible
For optimal safety on your Foot Patrol, it is best to deal with a potentially dangerous situation as soon as it is recognized as such. At the earliest sign of danger, remove yourselves from the situation if possible. There is no reason to wait around to see if your suspicions are confirmed. If something feels bad, it probably is bad, and you don’t need to endanger yourself to “make sure.”

If you are unable to leave the situation right away, you can use de-escalation. De-escalation is a method of calming down a situation or another person. When you are facing an agitated, angry person, the calmer you can get them, the safer it is for you.

• **Calm yourself.** Breathe slowly and deeply. Tell yourself, “I can handle this. I’m going to be OK.”

• **Display a confident & calm demeanor.** Make some eye contact, but with a soft gaze, not an intense or constant stare. Keep your face neutral. Keep your posture calm and relaxed but alert. Don’t make any sudden movements.

• **Position yourselves for safety.** Stay at least two arm-lengths away from a potentially dangerous person, or position yourselves behind a barrier if possible. Keep your hands free and in front of your body. Look for escape routes.

• **Use your voice to calm the potential assailant.** Keep your voice calm, firm, low, slow, and even. Use short, simple sentences. Avoid complex logic; agitated people cannot understand compli-
cated concepts—they are thinking at a very simple level.

- **Say things that will help you establish rapport** with the potential assailant. Listen actively. Use “uh-huh” and nod. Listen for content and emotion. Really listen to what the person wants and needs. Acknowledge their feelings, agree with them, and empathize (even if you don’t really feel that way). Project sincerity. “It looks like we startled you when we came down the alley. I’m sorry. We didn’t mean to.”

- **Avoid escalating behaviors.** Examples: ignoring, making threats, hurtful remarks, arguing, commanding, shouting, interrupting, personal space invasions, threatening gestures, obscenities, self-righteous attitude, taking away their dignity. Remember, in a dangerous situation you don’t need to be right; you need to be safe.

**Recognize the strategies that assailants commonly use & pre-plan your defense**

There are some common strategies that assailants use against the person/people they attack or harass. Here is a description of how these common strategies might be used against your patrol group in a street situation, and what might help in each case.

**Assailant strategy: Isolation**

It is much easier for an assailant to attack someone who is isolated and alone, and the assailant is less likely to be caught. **What might help: Stay connected with others**

- You have a built-in buddy system with Foot Patrol, so you’re never alone.
- Identify some safe places to go for help when you are out on your route, e.g. stores, bars, supermarkets, fire stations, police stations.
- Use the patrol’s cell phone to make a call. This shows that help is not far away.
- Having checked in with the precinct means there are people out there who know where you are.

**Assailant strategy: Surprise**

Physical surprise: Assailant hides behind something and jumps out, or approaches very quickly. Psychological surprise: When someone we never expected to be violent is violent. This is often the result of stereotypes about who is/is not a criminal based on race, income level, educational level, neighborhood, etc. **What might help: Be hard to surprise**

- Stay aware of surroundings. This means visual awareness (look all around you), and auditory awareness (listen to what’s going on around you).
- Respond to gut feelings about behavior rather than stereotypes about appearance.

**Assailant strategy: Intimidation**

Intimidation can be very obvious (pointing a weapon, saying something threatening) or more subtle (leaning over someone, clenching jaw muscles, angry facial expressions, putdowns, etc.) Sometimes assailants try to intimidate people into not making any noise during an assault or not reporting an incident. Assailants are often “power
trippers,” who try to make others feel small and powerless so they can feel big and powerful by comparison.

What might help: *Try to show that you are not afraid, even if you are*
- Breathe slowly and deeply, and tell yourself you’re going to be OK, that you handle the situation.
- Respond in ways that maintain your dignity and do not escalate the interaction. This could be as subtle as standing up straight, making some brief eye contact, and trying to calm someone down.

*Communicate with your fellow patrol members.*
Before going out with your fellow patrol members, it’s a good idea to have an agreed-upon way of handling incidents, so that you don’t have to figure it out in the moment.
- Some patrols set up a code word for dangerous situations. For example, a word could be selected to mean, “This is dangerous and we need to leave now.”
- Some patrols arrange in advance who will do what in an emergency situation. The person with the best verbal skills could be the one that tries to calm down the situation. Another person could be the one who calls 911.
Before patrol
• Meet up with patrol partners
• Take cell phone, notebook and pen, flashlight
• Wear identifying clothing
• Before leaving on patrol, call Central Precinct

After patrol
• Report any livability problems noted during patrol to the appropriate place
• Store any shared equipment
• Make a log entry
• Call your CPPC if any significant events happened during the patrol

Foot Patrol organizer(s)
Name
Phone
Address
Email

Frequently used phone numbers
Emergency police, fire, medical .................9-1-1
Non-emergency police .................503-823-3333
Non-emergency criminal activity or “cold” crimes where the suspects have left
Central Precinct .........................503-823-0097
To check in prior to going on patrol
City/County Info & Referral ..........503-823-4000
Info about city and county services and depts
Portland Police Info & Referral ....503-823-4636
Drugs & Vice Division ...............503-823-DRUG
To report a possible drug house
Child Abuse Hotline .................503-731-3100
Traffic Safety Line .....................503-823-SAFE
To report chronic traffic safety issues at a specific location
Graffiti Hotline .......................503-823-4TAG
To report graffiti and initiate clean-up
Animal Control ......................503-988-3066
Noise Control .........................503-823-7350

OLCC Hotline .........................503-872-5070
To report problems with liquor license establishments
Abandoned Autos .....................503-823-7309
Abandoned cars on public streets
Parking enforcement ..................503-823-5195
Illegally parked cars, blocked driveways
Neighborhood Mediation .............503-823-3152
Mediation for neighborhood disputes
Neighborhood Inspection Team ....503-823-7306
To report nuisances & housing code violations
Vector Control .........................503-988-3464
To report rodent infestations, mosquito breeding grounds
Mental Health Crisis Line ..........503-988-4888
Street maintenance hotline ........503-823-1700
Online reporting of noise, nuisance, graffiti, and liquor issues .......... www.portlandonline.com/oni
I, ________________________________(full name), have chosen to participate as a volunteer member of the __________________________ Community Foot Patrol.

I understand that the central function of a Community Foot Patrol is to watch for suspicious or criminal activity in a specific area, and to report that activity to the Portland Police, the Office of Neighborhood Involvement Crime Prevention Program, and other applicable crime prevention partners for the purpose of short- and long-term problem solving efforts. I recognize that our patrol will collaborate with the Office of Neighborhood Involvement Crime Prevention Program, the Portland Police Bureau, and other partners to make our neighborhood a safer place to live, work, and play. I understand that in my capacity as a member of this Community Foot Patrol, I am not a City employee or agent, and that I have no right to any City insurance coverage or workers compensation.

I have received training in Community Foot Patrol from the Office of Neighborhood Involvement Crime Prevention Program or from the organizer of my Community Foot Patrol, __________________________(trainer name), on _____________(date).

As a volunteer member of the Community Foot Patrol, I agree to abide by all of the rules stated below:

1. While on patrol, I will not carry anything that is, or resembles, a weapon, including but not limited to guns, knives, bats, or pepper spray products.
2. I will not engage in any verbal or physical confrontations while on patrol.
3. I will not patrol while under the influence of alcohol, drugs (including prescribed medication), or other substances which may impair my ability to act as an effective member of the patrol.
4. I will not patrol outside of the patrol boundaries as reported to the precinct at the beginning of a shift.
5. I accept financial responsibility for the damage or loss of any equipment belonging to the Community Foot Patrol and its members or to the City of Portland, such as reflective vests or cellular phones.
6. I will always patrol in teams of two or more, never alone.
7. I will not bring children under the age of 18 with me on patrol under any circumstances.
8. I will respect my patrol members as individuals who share my concern about our neighborhood and will not act in any way that unnecessarily jeopardizes their personal safety or mine.

I am 18 years of age or older.

I am not a sex offender required to register with law enforcement, and understand that this will be verified by the Office of Neighborhood Involvement Crime Prevention Program.

I agree to hold harmless the City of Portland, its officers, employees, and agents for any injury that I, another person, or my property may suffer through participation in Community Foot Patrol that may occur through no fault of my own or another member’s actions.

I accept responsibility for my own actions while on patrol and the consequences of those actions. I understand that I can cause my removal from Community Foot Patrol if I violate any of the terms of this agreement.

Name of volunteer (please print)  Signature of volunteer  Date

Address of volunteer, including zip code

Phone numbers & email address of volunteer

Government-issued identification (type and number)  Date of Birth of volunteer

Office use only:
Approved by Crime Prevention Coordinator:  Date:
Neighborhood Watch

A guide for crime prevention practitioners and volunteers

This manual has the following purposes:

• To support the initial training of newly-forming Neighborhood Watches
• To help train new members joining an already-established Neighborhood Watch
• To consult when questions arise about the procedures and policies of Neighborhood Watch

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Introduction to Neighborhood Watch

What is Neighborhood Watch?
Neighborhood Watch is a program designed to increase the safety and sense of community in neighborhoods by organizing and involving individuals and families in a united crime prevention effort. Neighborhood Watch participants learn how to:

- Communicate regularly with their neighbors using tools specific to Neighborhood Watch
- Recognize and report suspicious and criminal activity
- Increase home and vehicle security
- Increase personal safety of residents
- Make neighborhoods less attractive to criminals

When neighbors take the responsibility to build and maintain livable and cohesive neighborhoods, those neighborhoods are less vulnerable to crime. Under Neighborhood Watch, involved neighbors collaborate with the City’s Crime Prevention Coordinators, police, neighborhood coalitions and associations, schools, parks personnel, area businesses, and others to create a united, secure, and peaceful community.

Purpose of Neighborhood Watch
Neighborhood Watch has several purposes:

- To help reduce crime and fear of crime in our neighborhoods. When an organized Neighborhood Watch exists in an area, it can serve as a deterrent to criminal activity, as well as give residents a sense of safety so they can better enjoy their homes and neighborhoods.
- To help ensure a prompt and effective response to neighborhood crime and livability problems. Trained Neighborhood Watch members are in a good position to notice problems within a neighborhood, such as burglaries, vandalism, abandoned vehicles, illegal dump sites, evidence of drug dealing or manufacturing, and street prostitution, and they know where to report these problems in order to get a quicker, more effective solution.
- To promote positive communication and relationships within a neighborhood. Neighborhood Watch provides an avenue for neighbors to get to know one another and build a sense of community.

Types of Neighborhood Watch
A Neighborhood Watch is often formed when neighbors notice a problem in the neighborhood, such as a suspected drug house or a series of burglaries. Some Neighborhood Watches continue indefinitely, and some become somewhat dormant once the neighborhood problem is solved. The most effective Neighborhood Watches are those that are sustained over time, so that even when the problem at hand is solved, the group members are still motivated to continue because they know it can prevent future crimes, and they like the sense of community. Maintaining your watch is discussed in the addenda of this manual. The Neighborhood Watch program can be applied to a number of
different environments, such as residential streets, apartment buildings, college campuses, parks, and business districts. Different environments may call for some differences in organization and operation due to the different crime and livability issues that may be present and the agencies that might respond to these problems.

- **Neighborhood Watch**: The umbrella term for the program, and also the term for the program when it is applied in a single-family housing setting.
- **Apartment Watch**: A Neighborhood Watch in multi-family housing.
- **Campus Watch**: A Neighborhood Watch on a college or corporate campus.
- **Park Watch**: A Neighborhood Watch consisting of neighbors of a park who are focused on preventing crime at the park.
- **Business Watch**: A Neighborhood Watch in a business district, consisting of businesses. While the principles of Business Watch are the same, the procedures are different enough that there is a separate Business Watch manual.

### Roles within a Neighborhood Watch

Neighborhood Watches consist of a group of members, one or two of whom are designated as the Neighborhood Watch organizer(s). The organizer is someone selected by the group to maintain the paperwork of the group and be the primary communication link with partners of the watch.

### Roles of partners

While community members are the people who form the actual Neighborhood Watch, they partner with others to achieve the best results. Without exception, Neighborhood Watches partner with and receive technical assistance from crime prevention staff and police. Depending on the location of the watch and the specific issues in that area, other partners may also be appropriate.

### Crime Prevention Program Coordinators

Employed by the Office of Neighborhood Involvement, Crime Prevention Program Coordinators (CPPC) are professional problem-solvers, educators, and community organizers on issues of crime and public safety. Every part of Portland has an assigned CPPC. In the context of Neighborhood Watch, CPPCs provide:

- The initial training to watch members, and often provide follow-up training as well;
- Advice and assistance to the watch such as information about resources and crime patterns;
- Coordination of responses to chronic problems. CPPCs send out crime alerts to watches when appropriate, and often act as liaisons between watches and police and other public safety and livability resources.

### Police officers

These could be district officers, who respond to radio calls; Neighborhood Response Team officers, who work on long-term problems; or members of specialty units such as the Gang Enforcement Team, the Drugs and
Vice Division, or the School Police. Police receive, review, and respond as necessary to incidents reported by the Neighborhood Watch. They can assign an officer to attend watch trainings or meetings.

**Foot Patrol Organizers**
These are community members who lead a Community Foot Patrol. A Foot Patrol is a trained group of volunteers organized to increase the safety and livability of their neighborhood. They walk their neighborhood streets, parks, or schools to deter crime and report incidents and problems. Often, people who are interested in Neighborhood Watch are interested in Foot Patrol, and vice versa. Many times, people are involved in both. Some Foot Patrols are outgrowths of a specific Neighborhood Watch. If a Foot Patrol exists in the watch area, for mutual safety and effectiveness the members of each group communicate with each other about any incidents or problems in the area.

**Neighborhood coalitions and neighborhood associations**
Neighborhood coalitions are organizations which provide support and technical assistance to a group of neighborhood associations. It may be appropriate to notify the neighborhood association and/or neighborhood coalition of any problems that are detected by the watch. These organizations have a certain amount of clout because they represent the residents of an area, and can sometimes direct resources or attention to a problem.

**Business owners and business associations**
These can be very effective partners for a Neighborhood Watch that borders on a business district or a Business Watch. Like the neighborhood associations and coalitions, business associations may be able to direct resources or attention to a problem. Some business owners are willing and able to make physical improvements on their building that may help deter crime, such as adding lighting.

**Parks & Recreation staff**
A Park Watch would regularly communicate with the Portland Parks & Recreation security manager, the Park Rangers, the park district maintenance manager, and/or the staff at community centers, which are often located in parks. Depending on the location and the problem, once they are made aware of a problem any of these staff members may be able to take action that could help deter or eliminate problem activity in a park. Especially during the summer months, activity in parks picks up and requests for services and patrol by the parks bureau increases. The Parks Bureau employs Park Rangers who patrol the parks and assist in keeping the parks safe and livable. Park Rangers write park exclusions and work with the Police, neighbors, and other partners in keeping the parks safe and secure.

**School staff**
When a Neighborhood Watch borders on a school, the group would communicate with that school’s principal, the school district security manager, and/or maintenance and custodial staff to help address problems that are detected on school grounds.
Other possible partners
There are many other city staff and community members that might work with a Neighborhood Watch, such as the City’s graffiti abatement coordinator or noise control officer, or the office of transportation, or a religious leader of a congregation in the watch area. Apartment Watches would partner with the apartment managers; Campus Watches would partner with campus security.

Neighborhood Watches are successful because they bring people together!

Success story
Richard Glenn of Southeast Portland writes:

On a recent Saturday afternoon, several neighbors simultaneously noticed a young man acting strangely: wandering in the street, staggering up people’s front stairs, appearing to be under the influence of drugs. Because we each had a copy of our brand-spanking new telephone tree, we called the residents of each of the houses as the man wandered down the street, eventually attempting to break into one of the houses. The first person on the phone tree called the police, and the rest of us kept an eye on him until the police arrived. We pointed the man out to the police and he was apprehended on several charges.

Because of our Neighborhood Watch, which is less than 6 months old, we are much more aware of the goings-on in our neighborhood (which is mostly a good thing, except that we have realized just how much drug and other suspicious activity there is going on!). As a result, the activity seems to be dropping off... the criminals appear to be getting the message that we are watching and that illegal behavior will not be tolerated in this neighborhood.

It’s a daily battle to try to keep ourselves, our homes and possessions safe, but it feels like we have regained control. We are all in agreement that the Neighborhood Watch is a big success. It has brought us together as a community and given us a sense of pride that wasn’t there before the program got going. It has greatly improved the quality of life in our neighborhood.
Starting a Neighborhood Watch

Neighborhood Watches begin with an initial meeting at which the Crime Prevention Program Coordinator (CPPC) provides the training and materials you need to get started. Below are the steps to take to set up this initial meeting.

Initial Steps to Organizing

1. Talk to your CPPC
   Contact the CPPC for your neighborhood to tell him or her that you are interested in starting a Neighborhood Watch. Ask any questions you have about how to proceed.

2. Ask a neighbor or two to help you
   If you already know some of your neighbors, recruit one or two of them to help you get your Neighborhood Watch up and running.

3. Find out about your neighbors’ concerns
   Talk with your neighbors, asking them about their crime concerns and about any other block issues they may have. They might provide you with information about suspicious activity on your block at this time. Also ask them about days of the week that would work for them to attend a meeting.

4. Decide what area you are going to organize
   At the minimum, invite the neighbors who have a fairly direct view of each other’s houses or apartments. For a standard city block this might include both sides of the street, corner houses that look down your block and backyard neighbors where applicable. It is a good idea to start with your own block, then recruit people on surrounding blocks to organize their own blocks. If you are organizing within an apartment complex, invite at least all of the people in your building, and decide if you want to invite the people in adjacent buildings as well.
   Although full block participation is ideal, there are times when a household on the block is suspected of engaging in illegal activity. If the participation of that household makes others reluctant to participate, it is not necessary to include that household.

5. Decide the time, date, and location of the first meeting
   Usually Neighborhood Watch trainings are held on weekday evenings, and start around 6:30 - 7:00 p.m. Often meetings are held on your block in someone’s living room. Choose a meeting space that comfortably accommodates the neighbors you have invited. The initial meeting takes about two hours.

6. Ask your CPPC to put the training date on his/her calendar
   Contact the CPPC two to three weeks in advance of your proposed meeting to ensure that he or she has this date and time available. Let him/her know the location of the meeting, the number of households expected and any concerns that your neighbors might have shared with you.
7. Deliver invitations to your neighbors
Use written invitations to invite your neighbors. Distribute the invitations at least a week or two before the meeting. Try to make personal contact with every neighbor as well. This will increase the turnout to the meeting.

8. Recruit neighbors to help with the meeting
They may volunteer to help with refreshments, bring extra folding chairs, escort seniors to the meeting and assist you with contacting other neighbors and organizing the Neighborhood Watch.

9. Confirm and remind
On the day of the meeting confirm the time and place with your CPPC. Have several block members help you remind the neighbors of the meeting to maximize turnout.

Outline of the Neighborhood Watch training
At your training, your CPPC will train your group in the following topics and give you the assistance and materials you need to start your group.
• Purpose of Neighborhood Watch
• Discussion of any crime issues of particular interest to group
• Organizing your Neighborhood Watch
• Roles within a Neighborhood Watch
• How to use the tools: block profile questionnaire, block profile form, block map, telephone tree
• Neighborhood Watch signs
• Recognizing and reporting suspicious activity
• 9-1-1 vs. non-emergency number
• Other resources for neighborhood problems
• Describing suspects and vehicles in a way that police can use the information
• Documenting suspicious and criminal activity
• How to improve the security of your home (inside and out) and the security of your vehicle
• Scenarios- how to deal with certain types of situations
• Maintaining your Neighborhood Watch in the long term
• Discussion and signing of volunteer agreements
• Selection of watch organizer
• Q & A

After the first meeting
After the initial meeting, when the group has had their training and selected an organizer, there are a few tasks that need to be done by the Neighborhood Watch organizer and members to get the Neighborhood Watch officially up and running.
For your convenience, there is a task checklist in the addendum section of this manual.

Follow up training and meetings
An active Neighborhood Watch often has members join after the initial training that happens when the watch forms. The Crime Prevention Program Coordinator (CPPC) will be happy to train new members of
the Neighborhood Watch and do refresher trainings for people who are already members. Or, when a Neighborhood Watch is experienced and established, the Neighborhood Watch organizer may do these trainings. The CPPC can provide the Neighborhood Watch organizer with materials to conduct the training.

It’s a good idea for active Neighborhood Watches to set up regular meetings for members to discuss what they are seeing in their neighborhood. At a minimum, the group should meet annually. Many groups find it effective to meet more often. The CPPC or a police officer will be able to attend some of these meetings. Meetings are a good time to discuss how more members might be recruited, or any procedural decisions that need to be made. They are also a good time to have a short training on a topic of interest to members of your Neighborhood Watch that would help them better understand trends in crime and livability problems in their neighborhood. For example, additional training in homeless issues, gang activity, or domestic violence may be helpful. Talk to your CPPC about additional training you would like to have. He or she may be able to provide the training, or help you find a trainer on the topic.

This manual is available on the Office of Neighborhood Involvement website at www.portlandonline.com/oni. Follow the links for crime prevention.
Neighborhood Watch tools and procedures

One of the most effective and valuable features of Neighborhood Watch is getting to know your neighbors. It is important for Neighborhood Watch participants to share information about the composition of their households and activities. When everyone becomes familiar with the normal activity on your block, it is easier for block members to recognize and respond to suspicious activities when they occur.

As you are compiling neighborhood information, discuss strengths and weaknesses of your block with your neighbors. Talk about visibility, areas of high daytime vacancy, who has watchdogs, routine activities, etc. The more information you share with each other, the better you are able to recognize when something suspicious is occurring. Many burglars “case out” a neighborhood before committing a crime, paying attention to schedules, activities and alertness of neighbors. If a burglar strives to become familiar with patterns on your block, shouldn’t you become familiar with them as well?

Here are the tools that you can use to share information with each other:

**Block Profile Questionnaire**

*Where to find it:* In the addenda section of this manual.

*What it is:* The block profile questionnaire is used to collect the information for each household participating in the Neighborhood Watch. Although there are specific reasons for sharing each piece of information on the questionnaire, block members might not feel comfortable answering all of the questions on the form. This is voluntary. The form does not have to be filled out completely, but at the very minimum participants do need to share names, addresses and phone numbers.

*How to use it:* The form is distributed at the time of the initial Neighborhood Watch training. Members of the new Neighborhood Watch should fill out the questionnaire in a timely fashion and return them to the Neighborhood Watch organizer so that he or she can compile the block map, block profile form, and telephone tree.

**Block Map**

*Where to find it:* The Neighborhood Watch organizer creates it using information from the completed block profile questionnaires, then makes copies and distributes it to all watch members. A sample is shown in the addenda section of this manual.

*What it is:* The block map gives you a visual picture of your block. It’s a handy way to remember addresses and names and it makes it easy to report any activity to a 9-1-1 operator, so that help can respond as quickly as possible.

*How to use it:* Keep it in an accessible, but hidden place in your home, preferably by the phone. If you should need to call 9-1-1, take it out and use it to help describe where a problem is happening while you talk to the 9-1-1 call taker.
Block Profile Form

Where to find it: The Neighborhood Watch organizer creates it using information from the completed block profile questionnaires, then makes copies and distributes it to all watch members. A sample is shown in the addenda section of this manual.

What it is: The block profile form is a more detailed record of your block’s composition. It includes information such as household members, work schedules, emergency phone numbers, email addresses, types of vehicles and special skills. It is usually in the form of a spreadsheet.

How to use it: Keep it with your block map in an accessible but hidden place in your home. Refer to it when you need the information. For example, if you hear a neighbor’s alarm going off, you could check to see if they have any special instructions for their neighbors about what to do under those circumstances, such as call them at work.

Telephone Tree

Where to find it: The Neighborhood Watch organizer creates it using information from the completed block profile questionnaires, then makes copies and distributes it to all watch members. A sample is shown in the addenda section of this manual, along with instructions on how to use the phone tree.

What it is: The telephone tree gives block members an effective method for sharing information between neighbors quickly. Each neighbor is responsible for initiating the telephone tree when any problems arise.

How to use it: Keep it with your block map and block profile form in an accessible but hidden place in your home. Anytime there is news that should be shared with everyone right away, the telephone tree should be activated. For example, if you see someone breaking into cars on the street, your first call should be to 9-1-1, and then you should activate the telephone tree so that everyone on the street finds out about the problem and can look out their window to witness the situation and see if their own property is in jeopardy. The telephone tree can be used to spread good news, too, such as the birth of a new baby on the block.

Note: Many Neighborhood Watches use email to communicate as well. Email can be used very effectively to set up follow-up meetings and trainings, parties, and to have general discussions about issues on your street. However, email shouldn’t take the place of the phone tree at times when information needs to be spread quickly, such as when a crime or suspicious activity is in progress on the street.
Here is a more detailed explanation of the roles within a NW:

**Neighborhood Watch organizer tasks**

- Coordinates the design, development and distribution of the block map, telephone tree and block profile form
- Ensures that the block map, phone tree and block profile forms are up to date, and that the CPPC has a current copy
- Relays information about crime and nuisance activity on the block to the appropriate resource (CPPC, police bureau, etc.)
- Acts as the primary contact person between the CPPC or the police and the block
- Coordinates collecting money for purchasing and installing the Neighborhood Watch signs
- Encourages full participation in the Neighborhood Watch Program
- Coordinates the welcoming of new households into the Neighborhood Watch
- Coordinates problem solving efforts, scheduling meetings and social gatherings
- Recruits block members to attend additional training opportunities
- Finds a replacement if no longer able to fulfill the duties of Neighborhood Watch organizer
- Performs the regular duties of a watch member as described below

**Neighborhood Watch member tasks**

- Participates in the communication network: passing on messages as part of the telephone tree and informing neighbors of crimes and suspicious activity
- If a neighborhood problem is ongoing, may log details about suspicious or criminal activity to help police and crime prevention respond most effectively
- Attends Neighborhood Watch meetings and social gatherings if possible
- Works to develop trust and communication with neighbors
- Keeps an eye on neighbors’ homes and reports suspicious activity and crimes in progress when they are happening
- Works with the CPPC, police and other resources to resolve neighborhood concerns
- Implements personal safety, home security and property identification strategies and works to make the block less attractive to criminals
- Works to find options and solutions to neighborhood issues and finds ways that members can be involved in the problem solving process
- May assist the organizer in putting together the block map, phone tree and block profile form
- May assist the organizer by helping with refreshments, hosting follow-up meetings and assisting with block parties
Reporting suspicious activity

Suspicious activity can be defined as any person or behavior that is inappropriate or out of the ordinary. Discuss with your neighbors any suspicious activities or individuals you have noticed on the block. Below are some actual examples of neighbors taking action upon seeing what they considered to be suspicious activity.

- At 3:00 a.m. a woman saw a car pull up at an elderly neighbor’s home. One man left the car and disappeared around the corner while a second man stayed behind the wheel with the lights off and the car's engine running. The woman called 9-1-1 and the police apprehended the first man breaking into a gas station on the next block.
- Early one Sunday morning a neighbor noticed a man walking down the street looking into each vehicle as he passed. A few seconds later the neighbor heard the sound of breaking glass. The neighbor called 9-1-1 and the man was apprehended a few blocks away with several stolen car stereos.
- A woman saw a young man knock on her neighbor’s front door. When nobody answered the man went around the side of the house. The woman immediately called 9-1-1 and the man was caught burglarizing her neighbors’ house.

What to look for

Some suspicious activity may not be as obvious as the previous examples. Additionally, what is considered suspicious on one block may be normal activity on another. Keep in mind that what is not normal for your block could be an indication of a crime about to happen. Other examples of suspicious activity include:

<table>
<thead>
<tr>
<th>Concerning Vehicles</th>
<th>Possible Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow moving vehicle without lights</td>
<td>Possibly casing neighborhood</td>
</tr>
<tr>
<td>Vehicle being loaded with valuables if parked by closed business or residence</td>
<td>Possible burglary in progress</td>
</tr>
<tr>
<td>Person detaching mechanical parts or accessories from vehicle</td>
<td>Possible theft or vandalism in progress</td>
</tr>
<tr>
<td>Locked vehicle that someone is attempting to forcibly enter</td>
<td>Possible theft of car or contents in progress</td>
</tr>
<tr>
<td>Someone being forced into vehicle</td>
<td>Possible kidnap, assault, attempted sexual assault, domestic violence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Concerning Persons</th>
<th>Possible Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going door to door, especially if one or more persons goes to the rear of the house</td>
<td>Casing, possible burglary in progress</td>
</tr>
</tbody>
</table>

Neighborhood Watch Manual
page 12
Concerning Persons | Possible Activity
--- | ---
Loitering in front of house or business, especially if site is unoccupied | Possible burglary suspects
Person running carrying items of value, i.e. TV, stereo | Possible suspect fleeing scene of theft
Sounds of a fight - screaming or yelling, sounds of breaking furniture or glass | Possible domestic violence assault, sexual assault
Persons offering items for sale at a very low price | Possibly trying to sell stolen items
Persons coming to your door with unusual requests, especially if yours is the only house approached | Possibly casing house or attempting an entry for robbery

If your intuition tells you something isn’t right, call 9-1-1 or the non-emergency number and report your suspicions. It’s better to discover that nothing is wrong than to let a crime occur.

If there is an ongoing problem with crime at a location, your CPPC will give you forms to help you log the information. Logging helps establish patterns in the activity which makes effective response easier, and can help police get search warrants for locations with serious problems.

**Describing suspect, vehicles, and activities**

When you call the police or make entries into a log, how you describe what you have seen is very important. Your information will allow any responding officer(s) to know specifically what they are looking for and where to look for it.

**Describing suspects**
Take note of sex, race, age, height, weight, hair, complexion, scars, tattoos, glasses, facial hair, clothing, and anything else that would help police find the person. If you don’t have time to note all of these, pay the most attention to things the suspect cannot change. They can quickly change out of their clothing, but they can’t quickly remove a tattoo or scar, or change their weight.

**Describing vehicles**
The license plate is the most important piece of information. Take note of the license plate and the direction in which the vehicle was travelling. Then, note color, make, year, body style, and any other identifying characteristics such as dents or bumperstickers.

**Describing activities**
Give as much detail as you possibly can. For example: “I saw a person take a small orange colored object out of their mouth and hand it to another person. The second person handed the first person money. The first person folded the money in half and put the money in the right front pocket of their pants. The second person put the orange packet in the left front pocket of their jacket,” is much more useful than: “I saw a person dealing drugs.”
**Accurate Terminology**

When calling 9-1-1 it is important to be as clear and accurate as possible about what you are observing. In order to be effective you should have working knowledge of the terminology used by the police and the 9-1-1 call takers to prioritize crime. To say “I’ve been robbed!” when in fact you were the victim of a burglary may have an effect on how your situation is responded to. Below is a list of commonly used terms to describe criminal activity:

<table>
<thead>
<tr>
<th>Crime</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault</td>
<td>Causing injury or attempting to cause injury to another person</td>
</tr>
<tr>
<td>Burglary</td>
<td>Unlawful entry of a structure with intent to commit a felony or any theft. (Note: a residential burglary is theft from a dwelling. Non-residential burglary is theft from a business, a detached garage or any other non-dwelling.)</td>
</tr>
<tr>
<td>Car Prowl</td>
<td>Theft from an automobile, not the theft of an automobile</td>
</tr>
<tr>
<td>Larceny</td>
<td>Theft of property other than by burglary or robbery (pickpocketing, shoplifting, etc.)</td>
</tr>
<tr>
<td>Robbery</td>
<td>Taking or carrying away of another’s property forcefully or with imminent threat of force with intent of permanently depriving rightful owner of the property (e.g., a stick-up, mugging)</td>
</tr>
<tr>
<td>Sexual Assault</td>
<td>Forced or unconsented to sexual activity by one against another (not limited to rape or to women)</td>
</tr>
<tr>
<td>Vandalism</td>
<td>Destruction or defacing of property</td>
</tr>
</tbody>
</table>

**Calling 911, non-emergency, and other resources**

(This section adapted from Bureau of Emergency Communications brochure)

*When to call 911*

Call 911 when it is an emergency and a prompt response is needed. Call 911 if it is a life-threatening situation or something is occurring at the time of the call. A fire, medical problem, assault, fight, traffic accident, or any situation that could result in loss of life or major property loss should be called into 911.

*What happens when you call 911*

When you call 911, a call taker will ask you a series of questions which they are trained to ask. Keep your answers as short and direct as possible. Questions may include: What happened? What is the location? Where are you calling from? What is your name? Please do not assume that the call taker has this information in the computer. All facts need to be verified to ensure that your emergency is handled as quickly as possible.

*Why you should stay on the line*

While you are on the phone with the call taker, he or she can send your call to the dispatcher. Staying on the line with the call taker does not in-
terfere with the ability of the dispatcher to send help and it will not delay the response. The call taker may need you to stay on the line to help direct emergency personnel to the right location or to provide additional assistance that can help ensure your emergency is handled correctly. If it is possible, do not hang up the phone until the 911 call taker says it is okay to hang up.

**What should you do if you’re put on hold?**
If you call 911 and reach a recording which states that all lines are busy, stay on the line. Your call will be answered as quickly as possible. If you hang up and redial, you will lose your place in line and a call taker will receive the message that someone from your phone called 911 and then hung up. The call taker then is required to attempt to call you back; meanwhile if you are calling in to 911 again, two call takers are now attempting to respond to your call.

**When to call the non-emergency number**
The non-emergency number is 503-823-3333, which you can dial 24 hours a day for non-emergency police help. Using the non-emergency number keeps 911 available for true emergencies. 911 call takers receive non-emergency calls often; most frequently the call is from someone wanting to report a crime which occurred a few hours, or even a few days ago. This ties up valuable resources that should be reserved for true emergencies. Some examples of when you should call 503-823-3333 are:

- When you are taking out your garbage, in the bushes you find a wallet or a pile of mail that appears to be stolen
- When you look out your front window, you see some people out on the street who are behaving suspiciously and you would like to have the police check them out, but no obvious crimes are being committed and no one is in danger
- You return home after work and find that someone has stolen your lawnmower out of your shed at some point during the day.

**When not to call either number**
Often people call 911 or the non-emergency number if they want to know road conditions, report an animal problem which does not involve a vicious animal, report a power outage, or are having trouble finding a phone number in the phone book. When you need information, or if you are making routine business inquiries, you should not use either the emergency or non-emergency number.

If you cannot find a phone number in the phone book, call information at 411.

If you have a complaint or question regarding a service provided by the City of Portland or Multnomah County, call the city/county information and referral line at 503-823-4000.

If you have a general question regarding police services or are unsure whom to call with your non-emergency question, call the Police Bureau information line at 503-823-4636.

For other frequently called numbers, see the addendum of this manual.
Addenda

Frequently Asked Questions

Do we have to include everyone on the street in our Neighborhood Watch? What percentage needs to be involved?
The strongest Neighborhood Watches include the majority of the people who live on that block or apartment floor, but there is no specific percentage that is required to form the watch. You may have neighbors who do not want to participate because they are very private, and that is their choice. Also, there may be a house on the street where the residents are committing crimes and it’s the reason the watch is forming in the first place. There is no obligation to include this house!

Can minors participate in Neighborhood Watch?
Any member of a participating household is considered part of the Neighborhood Watch. However, some activities of the watch are only appropriate for adults or older, responsible teens. For example, if the telephone tree is activated, a child should not be burdened with being a link in the phone tree. During an activation of the phone tree, if you reach a child or babysitter, and no adult member of the watch is home, leave a message and call the next person on the phone tree yourself.

How large of an area should we organize? Does everyone have to live on the same street?
A major function of Neighborhood Watch is for neighbors to keep an eye on each others’ homes and watch for suspicious or criminal activity. Therefore, you don’t want your watch to be any bigger than would allow the neighbors to see each others’ houses. A typical city block is about the right size for a watch.

Everyone does not have to live on the same street, as long as they can still see each others’ homes well.

If you want to see a larger area organized into Neighborhood Watch, form your own watch, then recruit people from neighboring streets to start their own. In some parts of Portland, there are 5 or 6 adjacent blocks or multiple apartment buildings within the same complex organized into separate Neighborhood Watches, and the organizers of these watches set up a communication system between them.

How do we encourage new neighbors to join?
Whenever a new family moves into your watch area, they should be greeted and welcomed. Tell them you have a Neighborhood Watch in your area and who the organizer is. This might be an ideal time to schedule a social event combined with a meeting to welcome the new residents. Give them a copy of this manual, or direct them to the ONI website at www.portlandonline.com/oni for a copy. Sometimes people are uncomfortable about joining a Neighborhood Watch because they don’t understand what it’s about, and once they understand it better, they are enthusiastic.

Where can I get Neighborhood Watch signs for my street? Who installs our signs? Can we put the Neighborhood Watch signs on utility poles? Do you need a list of where the signs are posted?
You can get Neighborhood Watch signs from your CPPC. The Crime Prevention Program gets the signs made and sells them at cost to active Neighborhood Watches. At the time of this writing, the signs cost $15 each. Most Neighborhood Watches choose to put up 2-3 signs, and everyone pitches in a few dollars to cover the cost. Members of the group install the signs. The signs are drilled to accept bolts, but do not come with the bolts themselves.

As you travel around the city, you will see that most Neighborhood Watch signs are on telephone poles. In 2002, the utility companies began requesting that signs not be mounted on telephone poles because they present a safety hazard to utility workers who must climb the poles or be lifted past them in a cherry picker to service the lines. Anytime the utilities need to service a pole that has a sign, they remove the sign and deliver it back to the Crime Prevention Program, with a note affixed to it indicating where it had been mounted. We recommend that you do not mount your signs on utility poles so that they do not get removed. Alternate locations include metal or wood fenceposts on private property. You do not need to notify your CPPC about where you decided to mount your sign.

**How often should our phone tree and block map be updated?**

Once per year or every time there is a change in residents in the watch area, whichever comes first.

**Who ultimately controls or “owns” our Neighborhood Watch?**

The “ownership” lies with the group itself. Neighborhood Watch members are volunteering for their community. The City’s Crime Prevention Program is responsible for providing training, advice, and technical assistance to the group, and helping the group get connected with police and other city services. In exchange, the Crime Prevention Program asks for the following from the group:

- That members of the watch abide by the basic rules of Neighborhood Watch, as described in the Volunteer Agreement form found at the end of this manual
- That adult members of the watch sign the Volunteer Agreement form
- That the organizer gives copies of the block map, telephone tree, and block profile form, as well as signed copies of the Volunteer Agreement to their CPPC for his/her files

**How often do we meet? Will the CPPC or an officer attend all of our meetings?**

Your Neighborhood Watch should hold a meeting at least once per year, preferably more often. With over 600 Neighborhood Watches in the city, it would be impossible for your CPPC or neighborhood officer to attend all of your meetings, especially if you have them frequently. Think about which meetings would benefit most from having the CPPC or officer attend, and invite them to those. They will make every effort to be there. Their schedules fill up quickly, so give them as much notice as you can. If it is imperative that they be at the meeting, before you set the date, call to make sure they have it available.
**What training is available to our Neighborhood Watch?**
Your CPPC can teach a number of topics relevant for Neighborhood Watches, or help you find a speaker. Additionally, the Crime Prevention Program sets up numerous trainings throughout the year which are free and open to the public. If your CPPC has your email address, he or she will send you notices of these trainings.

**Do we have to attend our neighborhood association meetings?**
It is not required, but is a very good idea. Your neighborhood association can bring attention and possibly resources to ongoing crime or livability problems in your area.

**How can we keep our watch motivated when there is not much crime to report? How can I keep my neighbors interested in Neighborhood Watch after we get address the major problem on the street?**
See the sections of this addenda titled, “Maintaining your Neighborhood Watch: keeping it alive and thriving and taking it to the next level,” and “Motivating members: the Neighborhood Watch organizer as volunteer coordinator.”

**What if a member of our Neighborhood Watch seems to be involved in family violence?**
Many people who witness a disturbance between romantic partners or family members feel like the situation is “private” and should be ignored. Nothing could be further from the truth. If you see violence, or a situation that is about to become violent, no matter the relationship between the people involved, 911 should be called. While the people involved in family violence may feel embarrassed if attention is called to their situation, violence should never be ignored. Ignoring violence hurts the whole community. See the section of this addenda titled, “The role of Neighborhood Watch in responding to violence, neglect, and abuse.”

**Home & Vehicle Security**

**Prevention of burglary, auto theft, and car prowl**
As discussed in your initial Neighborhood Watch training, by taking some relatively simple precautions with your home and your vehicle, you can greatly decrease the chances that you will be targeted for a burglary, auto theft, or a car prowl. The Portland Police Bureau has an excellent booklet about protecting your home and your vehicle. It discusses doors, windows, locks, lights, landscaping, engraving your valuables, alarms, precautions to take while you are on vacation, and keeping your vehicle safe from thieves. Go to www.portlandonline.com/police and either click on the Publications tab, or do a search for “A Guide to Home and Vehicle Security.”

**Recovering your stolen property**
The Portland Police have rooms full of recovered stolen property which cannot be returned to its rightful owners because there is no way of identifying to whom it belongs. If you are ever burglarized, you are much more likely to have your valuables returned to you if they are properly identified as yours. The Portland Police Bureau has a brochure on how to engrave and document your property. Go to www.portlandonline.
The role of Neighborhood Watch in responding to violence, neglect, and abuse

While Neighborhood Watches are usually focused on eliminating property crime and livability problems, they have an important role to play in responding to problems such as child abuse and neglect, elder abuse, and domestic violence. These widespread problems are not comfortable to discuss, but it is important to do so nevertheless.

Family violence is a heavy burden on society as a whole. Disturbances at violent households constitute a large percentage of police calls for service and are some of the most dangerous situations that police respond to. Children who grow up witnessing violence at home are at higher risk for all kinds of problems, such as physical and emotional health problems, learning problems, drug and alcohol abuse, and criminal behavior. Workers experiencing physical, sexual, or emotional violence at home are significantly less productive and take many more sick days. Even if you yourself are not being abused or neglected, these problems affect you as a neighbor, friend, parent, co-worker or supervisor, and taxpayer.

If you think someone is being victimized or neglected on an ongoing basis in a home within your watch, call your CPPC to discuss the situation. He or she can help you form a response plan.

If the person being abused or neglected is a child or an elderly or disabled person, call the police or an abuse hotline to report the problem.

Multnomah County Child Abuse Hotline ......................... 503-731-3100
Multnomah County Aging & Disability Services ............. 503-988-3646

If the abused person is an adult who is not frail or disabled, they need all the help they can get, free from judgment about what they should or should not be doing to fix the problem themselves. Consider having someone approach the abused person at a time when they are alone and there is time to talk. Ideally, this helper would be the person on the street who knows the abused person best or who is good at setting other people at ease. It is very common for people who are being abused to feel ashamed, and the helper should do whatever they can to be supportive, and at the same time not tell the abused person what they should or should not do. The best way to help is to be a good listener and to offer options, letting the abused person choose the course of action. Here are some of the options that have been used by Neighborhood Watches to help an abused neighbor:

• The neighbors could be given a code word that means “I can’t talk and I am in severe danger.” If the abused person calls and says the code word, the neighbor will know to call 9-1-1.
• If the violent person has moved out of the house and there is a restraining order against him or her, a picture of that person could be distributed to the neighbors, along with a description and license plate number of their car, so that if they show up on the street, the police can be called and the abuse survivor warned.

There are numerous agencies in Portland with expertise in helping
victims of domestic violence. Below is the number for a 24 hour hotline which can make referrals to these agencies, as well as an excellent website with extensive information about domestic violence as a phenomenon and listings of local resources.

Portland Women’s Crisis Line .......................... 503-235-5333
www.co.multnomah.or.us/dchs/dv/dvman_index.shtml

**Maintaining your Neighborhood Watch: Keeping it alive and thriving & taking it to the next level**

Typically, Neighborhood Watches form in response to a specific neighborhood problem, such as a sharp increase in burglaries. Once the crisis is resolved, some Neighborhood Watches become inactive because members may not see the group as relevant any longer. Studies show that active Neighborhood Watches reduce the fear of crime, encourage crime reporting, stimulate members’ involvement in crime prevention, inhibit drug trafficking and encourage beautification activities. Unfortunately, once a Neighborhood Watch becomes inactive, many of the benefits are lost. However, when watches succeed in remaining active, they are much more likely to prevent future crimes from happening or to respond effectively if they do. They also make neighborhoods great places to live.

Part of keeping your Neighborhood Watch alive and thriving is to make it relevant and enjoyable for the members, striking a balance between business and pleasure. Here are some suggestions for activities and projects you can use to keep your group cohesive and take it to the next level:

- Hold regular meetings to help residents get to know each other better and to collectively decide upon strategies and activities
- Invite a guest speaker to your next watch meeting, e.g. have your CPPC or Neighborhood Response Team officer come to the meeting to talk about crime rates in the neighborhood
- Conduct an annual community needs survey - find out what concerns people have about life in the neighborhood
- Have a work party to help neighbors in securing their homes, e.g. help seniors or other neighbors who might need assistance with trimming shrubbery or installing lighting
- Organize a block party - National Night Out is always the first Tuesday in August, and is a great time to do this
- Order a shared drop box for the block and have a clean up day
- Arrange a group field trip to the 9-1-1 center
- Write and distribute occasional Neighborhood Watch newsletters
- Borrow an engraver from the library and have an engraving party
- Hold a graffiti removal day
- Have a game night - gather together to play cards, board games, or badminton
- Start a book club
- Adopt a nearby park or playground and keep it free of litter
- Hold a block garage sale
- When gardens are overflowing in August, have a vegetable exchange party
• Organize a kid’s costume parade
• Have an ice cream social- everyone brings a different flavor
• Form a Neighborhood Emergency Team to respond to natural disasters- do a search on www.portlandonline.com for “NET” for more details
• Invite everyone over for a potluck dinner, or have a “progressive party,” moving from house to house for each course of a meal
• Start an exercise or walking group
• Establish a telephone reassurance system whereby seniors or shut-ins are telephoned regularly to make sure everything is all right
• Create a Community Foot Patrol in your park or around your neighborhood- ask your CPPC for details

Motivating Members: The Neighborhood Watch organizer as volunteer coordinator

The fun and success of Neighborhood Watch lies in sharing the work. How can the Neighborhood Watch organizer motivate neighbors to help with the watch, beyond just participating the in the telephone tree when something happens? It might help to view this position as a volunteer coordinator. If you are successful in getting your block members active and involved, you can organize all kinds of wonderful things for your watch, such as a block garage sale, a kids parade, a group that welcomes new residents, or a field trip to the 9-1-1 center. Some fundamentals of getting people to volunteer:

1. Don’t be afraid to ask.
   • One of the best ways to get someone to volunteer is to directly ask them. 80% of people who do not volunteer indicate that it is because nobody ever asked. When people are asked to volunteer, they feel flattered and needed.
   • You can always ask a whole group of people if they want to participate (“Is anyone willing to be in charge of making flyers?”), but you are more likely to get volunteers if you ask individual people (“Sue, would you be willing to make flyers?”)

2. Tailor your request to the person.
   • Before you ask for volunteers, make a list the jobs that need to get done, and the skills that are needed to do those jobs. Then try to match people with a job they will enjoy. People will procrastinate if they don’t enjoy their task.
   • When new folks move onto the block, don’t immediately approach them to do a task. Get to know them first. Make them feel welcome and let them bond a little with the neighborhood before you ask them to contribute. Make sure they understand the concept of Neighborhood Watch. The more they understand what the effort is all about, the better they can contribute.
   • What is the person’s personality? Is the person an introvert or an extravert? Introverted people might enjoy work that happens behind-the-scenes, such as computer work, walking around distributing newsletters, or setting up tables and barricades for a block party. Extraverts might enjoy going door-to-door to solicit contributions for the Neighborhood Watch signs or making a speech at an awards party.
   • Does the person have special skills or hobbies that they might
contribute? Someone who is mechanically inclined might help an elderly resident install locks on their windows. Someone with computer skills might set up a watch list serve. Someone who loves to bake might contribute cookies for a Neighborhood Watch meeting. Someone who is artistic might teach a painting class for the kids while their parents meet to talk about an issue on the block.

- People are motivated to volunteer for different reasons. Be flexible; don’t assume the same thing motivates everyone. Some people like the camaraderie of working on a project together, while others are focused on the result of the project. Try to determine what motivates someone and give them opportunities to experience that.

3. **Accept “no” for an answer.**
   - Don’t make someone feel guilty if they don’t want to do what you are asking. If the potential volunteer feels OK about saying “no,” they are left feeling positive about you and the Neighborhood Watch effort. It could result in a “yes” next time.

4. **Keep your expectations reasonable.**
   - Don’t try to rope someone into a huge amount of work, or pretend that a job will take two hours if you know it will take eight hours. Be honest and clear about the amount of time and energy required for the job. Be honest and clear about the scope of the job.
   - If someone agrees to do something once, don’t assume they will always do it. If someone feels trapped into a job, they burn out quickly. Ask if they’d like to give it a try this once. Afterwards, if they seemed to enjoy it, ask them if they’d like to do it again next time.
   - If you want the person to volunteer again in the future, try to make sure that the benefits for the person outweigh the costs. Part of this is thanking them for their help.

5. **Give them recognition for their good work.**
   - Be generous with thanks. Recognition should not just happen once per year. It should happen often, in formal and informal ways. This can be done in such a way as to cost little or no money. Some ideas:
     a. Say thank you face-to-face
     b. Send the person a thank you note
     c. Give the person some flowers or vegetables from your garden or some home made cookies
     d. Mention the person’s good work in a watch newsletter or at a meeting
     e. At an annual event, name each person who helped during the year and remind the group what each person did
     f. Ask the volunteer for his/her opinion or advice
     g. Let the person know the results of the project they worked on
     h. If someone goes far above and beyond, hold a block party in their honor or nominate them for an award
**Task Checklist**

Items to be completed after the initial Neighborhood Watch meeting. Not all of these tasks need to be done by the Neighborhood Watch organizer; some can be done by Neighborhood Watch members. Feel free to distribute the tasks to make the work manageable.

<table>
<thead>
<tr>
<th>Task</th>
<th>Who</th>
<th>By When</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Getting organized</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Choose organizer(s)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Choose liaison to neighborhood association</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact households not at initial meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collect completed Block Profile Questionnaires</td>
<td></td>
<td></td>
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<tr>
<td>Collect completed &amp; signed Volunteer Agreements</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Make Block Map</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Make Block Profile Form</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make Telephone Tree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copy completed Map, Profile Form, and Phone Tree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distribute these copies to watch members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Send copies of Map, Profile Form, Phone Tree, and Volunteer Agreements to CPPC</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Schedule regular updates of forms</td>
<td></td>
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</tr>
<tr>
<td><strong>Signs</strong></td>
<td></td>
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</tr>
<tr>
<td>Decide on number and locations for signs</td>
<td></td>
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<tr>
<td>Collect money for signs</td>
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<tr>
<td>Pick up signs from CPPC</td>
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<td></td>
</tr>
<tr>
<td>Post signs</td>
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<td></td>
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<tr>
<td><strong>Next meeting</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Decide on frequency of meetings</td>
<td></td>
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<tr>
<td>Set date</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Host meeting</td>
<td></td>
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<td></td>
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<tr>
<td>Set agenda and facilitate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bring refreshments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make and distribute invitations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Skills</td>
<td>Need to call?</td>
<td>Medical Problems</td>
<td>Cars: make/model/color/plate #</td>
</tr>
</tbody>
</table>
Sample Block Maps

Below are several samples of block maps. When you make your block map, be sure to include (1) house numbers, even if the residents are not participating or the house is vacant; (2) house color; (3) name(s) of resident(s); (4) phone number; (5) street names; (6) any non-residential buildings on your block, such as churches; and (7) a directional compass. Note the symbols after some members’ names. These can be used to indicate who knows CPR, or emergency plumbing skills, or any other designation you choose.
**Sample Telephone Tree**

Below is a typical Neighborhood Watch telephone tree form, which includes the tree itself and instructions on how to use it.

---

**How to use the telephone tree**

1. If you see suspicious or criminal activity, first notify the police at 9-1-1 or the non-emergency number, 503-823-3333. Then activate the telephone tree as described below in order to share information about the problem.

2. Call the person in the position after yours on the phone tree to tell them about the problem.
   a. If you talk to them directly, tell them what the problem is, and ask them to continue the phone tree by calling the person after them.
   b. If the person you call is not home, leave a message, then call the next person in line. Continue calling until you have reached a live person who can continue the calling.

3. You will know the phone tree has been successfully completed when you receive a call at the end.

---

Note: You can also activate the phone tree for other purposes, such as to give updates about a crime or suspicious event that already happened for the purpose of rumor control, or to pass on good news, such as the birth of a baby on the block. The Neighborhood Watch organizer will initiate practice runs periodically to ensure the phone tree is working properly.
Frequently used phone numbers

Emergency police, fire, medical ..................9-1-1
Non-emergency police ..................503-823-3333
Non-emergency criminal activity or “cold” crimes where the suspects have left
City/County Info & Referral ..........503-823-4000
Info about city and county services and depts
Portland Police Info & Referral .....503-823-4636
Drugs & Vice Division ...............503-823-DRUG
To report a possible drug house
Child Abuse Hotline .................503-731-3100
Aging & Disability Services...........503-988-3646
Portland Women’s Crisis Line ......503-235-5333
Traffic Safety Line ..................503-823-SAFE
To report chronic traffic safety issues at a specific location
Graffiti Hotline ..................503-823-4TAG
To report graffiti and initiate clean-up
Animal Control ..................503-988-3066
Noise Control ..................503-823-7350
OLCC Hotline ..................503-872-5070
To report problems with liquor license establishments
Abandoned Autos ..................503-823-7309
Abandoned cars on public streets
Parking enforcement ..................503-823-5195
Illegally parked cars, blocked driveways
Neighborhood Mediation ...........503-823-3152
Mediation for neighborhood disputes
Neighborhood Inspection Team ....503-823-7306
To report nuisances & housing code violations
Vector Control ..................503-988-3464
To report rodent infestations, mosquito breeding grounds
Mental Health Crisis Line ...........503-988-4888
Street maintenance hotline ........503-823-1700
Online reporting of noise, nuisance, graffiti, and liquor issues ........ www.portlandonline.com/oni
Neighborhood Watch Volunteer Agreement

I, ______________________________________ (full name), have chosen to participate as a volunteer member of the __________________________ Neighborhood Watch.

I understand that the central function of a Neighborhood Watch is to watch for suspicious or criminal activity in a specific area, and to share that information with my neighbors and report it to the Portland Police and the Office of Neighborhood Involvement Crime Prevention Program for the purpose of short- and long-term problem solving efforts. I recognize that our Neighborhood Watch will collaborate with the Office of Neighborhood Involvement Crime Prevention Program, the Portland Police Bureau, and other partners to make our neighborhood a safer place to live, work, and play. I understand that in my capacity as a member of this Neighborhood Watch, I am not a City employee or agent, and that I have no right to any City insurance coverage or workers compensation.

I have received training in Neighborhood Watch from the Office of Neighborhood Involvement Crime Prevention Program or from the organizer of my Neighborhood Watch, __________________________(trainer name), on _______________(date).

I understand that, as a member of this Neighborhood Watch, I will have access to personal information about my neighbors (i.e. their contact info, names, etc.) for the purpose of networking and information sharing, which I might not otherwise have. I will never misuse this personal information to harm my neighbors in any way. I will only use the information I am provided in order to accomplish objectives of the Neighborhood Watch program. I will respect my fellow Neighborhood Watch members as individuals who share my concern about our neighborhood and will not act in any way that jeopardizes their safety or mine. I will not share a member’s personal information with anyone (other than the members of our Neighborhood Watch, the City staff who provide support to our Neighborhood Watch, or members of the police or fire bureaus) without first receiving permission from that person.

I agree to hold harmless the City of Portland, its officers, employees, and agents for any injury that I, my family members, or my property may suffer through participation in Neighborhood Watch that may occur through no fault of my own or another member’s actions.

I accept responsibility for my own actions as a member of the Neighborhood Watch and the consequences of those actions. I understand that I can cause my removal from the Neighborhood Watch if I violate any of the terms of this agreement.

Name of volunteer (please print)  Signature of volunteer  Date

Address of volunteer, including zip code

Phone numbers & email address of volunteer

Office use only:
Received by Crime Prevention Coordinator:  Date:
Block Profile Questionnaire

This information will be used by the Neighborhood Watch organizer to create the Block Map, Block Profile Form, and Telephone Tree. Please complete this form and return it to the organizer promptly. Thank you!

Names of household members (include children’s birth years) ____________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Pets ____________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Address ____________________________________________

House color ____________________________________________

Home phone ____________________________________________

Work phone(s) ____________________________________________

Email ____________________________________________

Emergency Contact (name, relationship, and phone numbers) ____________________________________________
______________________________________________________________________________________

Work schedule(s) ____________________________________________

Cars (make/model/color/license number) ____________________________________________
______________________________________________________________________________________

Alarm: (circle one) yes / no

If yes, should your neighbors call 9-1-1 when they hear your alarm? (circle one) yes / no

Special medical problems (heart conditions, diabetes...) and instructions ____________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

Special skills (CPR, first aid, electrical, plumbing...) ____________________________________________
______________________________________________________________________________________
______________________________________________________________________________________

What do you think are the three main problems facing your neighborhood? ____________________________________________
______________________________________________________________________________________
______________________________________________________________________________________
Crime Prevention Through Environmental Design ("CPTED") is the design, maintenance, and use of the built environment in order to enhance quality of life and to reduce both the incidence and fear of crime. CPTED involves the balanced application of these three principles:

**Natural Surveillance.** Natural surveillance is achieved through design and maintenance that allow people engaged in their normal activity to easily observe the space around them, as well as eliminating hiding places for people engaged in criminal activity. Natural surveillance is generally achieved by the use of appropriate lighting, low or see-through fencing or landscaping, the removal of areas that offer concealment, and the placement of windows, doors, and walkways to provide the opportunity for easy observation of surrounding areas by responsible users of property.

**Territoriality.** Territoriality means providing clear designation between public, private, and semi-private areas and makes it easier for people to understand, and participate in, an area’s intended use. Territoriality communicates a sense of active “ownership” of an area that can discourage the perception that illegal acts may be committed in the area without notice or consequences. The use of see-through screening, low fencing, gates, signage, different pavement textures, or other landscaping elements that visually show the transition between areas intended for different uses are examples of the principle of territoriality.

**Access Control.** Access control is a concept directed primarily at decreasing criminal accessibility, especially into areas where a person with criminal intent would not easily be seen by others. Examples of access control would include a highly visible gate or entry way through which all users of a property must enter, or the appropriate use of signage, door and window locks, or fencing to discourage unwanted access into private space or into dark or unmonitored areas.

The principles of Natural Surveillance, Access Control, and Territoriality can be expressed in a natural/passive manner (designed-in, not requiring any active effort on the part of responsible users), an organized/active manner (planned activities or routines), and/or a mechanical manner (installing additional equipment to achieve the principle). Natural/passive CPTED, designed into a space before it is even built, is the ideal.

*Continued on the back cover*
Natural surveillance has been designed into these townhouses by creating “eyes” on the front of the building with windows, porches, and balconies.

The managers of this convenience store maintain natural surveillance by keeping the windows clear of posters and ads.

Paving on the walkway, elevation, and flower beds reinforce a sense of moving from public space on the sidewalk into private space.

A reception/security desk is an example of organized or active access control.

Exterior doors should have deadbolts as a form of access control. The deadbolt’s “throw” should be at least 1 inch, making the door harder to kick in.
Poor maintenance on this laurel hedge has eliminated almost all natural surveillance of this house, making it more vulnerable to crime.

A would-be criminal may see this store as an easy one to rob because ads in the windows almost completely obscure the view inside.

In an effort to display territoriality, this homeowner has gone too far, making this an unpleasant place to be for responsible users.

Little or no maintenance is taking place on this property, giving a sense that a person can do anything here and get away with it.

This light is way too bright. Huge differences in light levels make it hard for the human eye to adjust. A gentle, all-over wash of light is far preferable.
Continued from front cover...

Two other important CPTED concepts:

**Activity Support.** Activity support involves both passive and active efforts to promote the presence of responsible pedestrian users in a given area, thus increasing the community value of the area, while discouraging actions by would-be offenders who desire anonymity for their actions. Passive examples are design elements that make an area appealing to appropriate pedestrian use, such as attractive landscaping, safety from car traffic, and public art. Active examples involve scheduling events for an area to attract appropriate users, such as picnics, concerts, children’s play groups, or sports events.

**Management and Maintenance.** Proper maintenance of landscaping, lighting and other features is vital to ensuring that CPTED elements serve their intended purpose. Unfortunately, failure to maintain property — and its management parallel, the failure to stop harmful use of property — will rapidly undermine the impact of even the best CPTED design elements. While CPTED principles supplement effective maintenance and management practices, they can not make up for the negative impacts of ineffective management. Damaged fencing, overgrown hedges, graffiti left to weather and age, litter and debris, broken windows, as well as such factors as inattentive or overly-permissive management practices will attract would-be offenders and, equally, drive away responsible users of the space. While effective design is an important part of good crime prevention, following through with consistent maintenance and management practices ensures that the designed-in elements keep their effectiveness.

For CPTED principles to accomplish the goals of enhanced livability and better natural safety, **each principle must work together with the others.** For example, activity support can be undermined if a property is stripped bare of landscaping in the interests of natural surveillance alone. Installing a tall opaque wall or fence will take the concept of territoriality too far by undermining natural surveillance benefits. Access control solutions that are aggressive in appearance (such as window bars, harsh lighting treatments, or hostile-looking fencing) can undermine activity support. The intent, therefore, is to use the combined balance of these principles to promote a safer, more livable environment for all.

For assistance with Crime Prevention Through Environmental Design at your property, contact your Crime Prevention Coordinator. Visit www.portlandonline.com/oni/cp for our line of do-it-yourself CPTED assessment worksheets for different types of properties, and more information about CPTED.

### Crime Prevention Program

**All numbers are area code 503**

- Administrative offices .............................................. 823-4064
- Central Northeast .................................................... 823-2781, 823-2779
- East ........................................................................... 823-3505, 823-5532
- North ........................................................................ 823-4098, 823-4094
- Northeast ................................................................. 823-4763, 823-4764
- Northwest ................................................................. 823-4257
- Southeast ................................................................. 823-0540, 823-3432
- Southwest ............................................................... 823-3131
- Downtown ............................................................... 823-5852
- Program manager ..................................................... 823-2030
- Training & events supervisor ..................................... 823-9666

**Related services**

- Liquor license notification ......................................... 823-3092
- Graffiti abatement .................................................... 823-5860
- Noise control ........................................................... 823-7350
- Neighborhood inspections ....................................... 823-7306
- Neighborhood mediation .......................................... 595-4890
- City/County information & referral ............................ 823-4000

*Crime Prevention Through Environmental Design*  
page 4
Neighborhood Speed Reduction and Traffic Safety Program

Designed to bring more awareness about speeding and encourage drivers to share the road, the Neighborhood Speed Reduction and Traffic Safety Program series of services include:

- **Speed reader boards** to alert drivers of their current speed
- **Yard signs** to remind drivers to share the road, look for kids, stop for pedestrians, pass bikes safely, and slow down
- **I Share the Road Pledge** to indicate our individual commitment for driving a neighborhood friendly speed

For more information contact:

Traffic Safety and Neighborhood Livability Hotline
(503) 823-SAFE (823-7233)
TTD (503) 823-6868
www.portlandtransportation.org
Sam Adams, Commissioner

Funding provided by ODOT and NHTSA
Yard Sign Lender Program

The City of Portland Office of Transportation has SHARE THE ROAD yard signs available to lend to community residents. Each sign features a black steel “A” frame along with a 18”h x 24”w PVC sign. The signs, attached by independent clips, hang freely from the steel “A” frame and move in the breeze.

The Office of Transportation yard signs are portable and suitable for quick and easy display by residents in their yard. Signs should be brought indoors each evening, if possible, to minimize vandalism.

Yard Sign Delivery and Return

Yard signs will be delivered to a designated location or are available for pick-up at the City of Portland Office of Transportation office.

Yard signs should be returned to City of Portland, Office of Transportation, 1120 SW 5th Ave., 8th floor (Portland Building). Please notify Sharon White at 503-823-7100 or sharon.white@pdxtrans.org when yard signs have been returned to activate the deposit return process.

Requesting a Yard Sign

There are two ways to get a sign:

- Submit an I SHARE THE ROAD pledge form, a completed Yard Sign Order Form, and $25/sign deposit (check, money order, debit card, MC, or VISA). (Deposits to be returned within 15 days after return of yard sign(s) in good working condition).

- or —

- Submit an I SHARE THE ROAD pledge form, a completed Yard Sign Order Form, and 5 completed I SHARE THE ROAD pledge forms from 5 of your neighbors or community members.

Yard Sign Options

All yard signs have “Slow Down! Set the Pace” messages on one side (see front cover) and one of three messages on the reverse side. Please specify which message(s) you want with your yard sign order:

Yard Sign Order Form

<table>
<thead>
<tr>
<th>Quantity Ordered</th>
<th>Deposit @ $25/sign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow Down! Look for kids</td>
<td></td>
</tr>
<tr>
<td>Stop for Pedestrians</td>
<td></td>
</tr>
<tr>
<td>Look for Bikes Pass Safely</td>
<td></td>
</tr>
</tbody>
</table>

Total

<table>
<thead>
<tr>
<th>Quantity Ordered</th>
<th>Deposit at $25/sign</th>
<th>Total Pledge Forms at 6/sign</th>
</tr>
</thead>
</table>

Name

Address

Phone

Email

Make checks or money orders payable to City of Portland. To pay with Mastercard, VISA, or debit card, please enter your card information in the spaces provided below.

Debit card, MC, VISA number

Last 3 digits from the signature area on the back of your card

Exp. Date

Signature

Date

Mail completed form and deposit to:

City of Portland, Office of Transportation, 1120 SW 5th Ave., Suite 800, Portland, OR 97204 Attn: Sharon White
APPENDIX C.2

ECONOMIC OPPORTUNITY
**Portland Development Commission**
http://www.pdc.us/resources/economylinks.asp
PDC provides the Portland Business Handbook, which guides new business owners through the process of developing a business plan, financing the project, finding real estate, licensing and permitting, and public resources available to help.
http://www.pdc.us/pubs/inv_detail.asp?id=121&ty=46
PDC New Business Checklist
http://www.pdc.us/bus_serv/business_support/small_business.asp
PDC Small business resources
http://www.pdc.us/bus_serv/finance_programs.asp
Most businesses in the Humboldt area are in the Interstate or Oregon Convention Center Urban Renewal areas, making them eligible for PDC funding.

**Hispanic Metropolitan Chamber**
http://www.hmccoregon.com/
The Hispanic Metropolitan Chamber, located in Downtown Portland, advocates for small businesses and coordinates networking opportunities for Hispanic businesses. It offers small business loans and technical assistance with contracts for start-ups and existing businesses. Hispanic Businesses can list on the Hispanic Metropolitan Chamber’s Business Locator to increase visibility.

**SCORE**
www.scorepdx.org
Score is a national nonprofit with offices in Portland. SCORE is made up of business executives who volunteer to provide advice and counsel to emerging or existing businesses. They offer free one-on-one business consulting by appointment or online, workshops for a fee, and a library of resources for small businesses.

**State of Oregon Office of Minority, Women, and Emerging Small Businesses (OMSWEB)**
http://egov.oregon.gov/DCBS/OMWESB/
Operates an online listing of certified Architects, Engineers, and Certified Technicians to promote their services. OMSWEB oversees certification of minority, women-owned, and emerging small businesses. OMSWEB also operates an online list of resources.

**A Native American Business Network (ONABEN)**
http://www.onaben.org/
ONABEN provides training, workshops, and technical assistance for Native American businesses. The website offers a space to share news stories and promote businesses. They also operate a Women’s Business Center, located on Martin Luther King, Jr. Blvd, for Native American female entrepreneurs.
**FINANCIAL ASSISTANCE**

**504 Loan Program**
This program operates through CDC’s and provides fixed asset financing to established small businesses in need of financing for expansion. The range of the projects financed are $100,000 to $3 million. A minimum of 10 percent of the funding must come from the small business being assisted.

Evergreen Community Development
1618SW 1st Ave, #401
Portland, OR 97201
503-222-7496
www.ecda.com

**Cascadia Revolving Fund**
Cascadia Revolving Fund provides financing and technical assistance to small businesses unable to access credit from traditional sources, such as a bank. Cascadia often lends to low-income individuals, minorities and women but not for start-up companies. The loans are up to $500,000.

Cascadia Revolving Fund
936SE Ankeny, Suite 1
Portland, OR 97214
503-235-9635
www.cascadiafund.org

**Economic Development Administration Revolving Loan Fund**
A business assistance program that combines public and private financing loans to expanding Portland businesses. One third of the fund is targeted for minority-owned businesses

Portland Development Commission
Economic Development Department
900 SW 4th Avenue, #7000
Portland, OR 97201

**Fresh Start Revolving Loan Fund**
This fund is an innovative financing program targeted towards minority and women-owned small businesses. The guidelines favor start-up and existing firms seeking to borrow from $5,000- $50,000.

Albina Community Bank
Commercial Lending Department
NE Portland Office
Portland, OR 97212
503-331-3789
www.albinabank.com

**Microenterprise Development and Lending Programs**
This program provides training, technical assistance and lending. The Portland Entrepreneur Initiative (PEI) offers loans ranging from $500 - $25,000 and technical assistance.

Mercy Corps/Oregon
936SE Ankeny Street, Suite 100
Portland, OR 97214
03-236-1580
www.mercyenterprise.org
http://www.pdxbizhelp.org/resources.html

**Oregon Association of Minority Entrepreneurs (OAME)**
This organization advocates for economic development and entrepreneurship for minority, women, and emerging small businesses. OAME provides loans to small business members. OAME also provides up to $35,000 microloans to qualifying businesses. OAME members can access administrative services such as tax help, meeting room, and computer usage.

OAME
413 N. Vancouver
Portland, OR 97217
503-249-7744
www.oame.org
Oregon's Business Energy Tax Credit (BETC) allows small businesses to apply for tax credits for projects that address renewable energy, green building materials, recycling, alternative transportation, and more. Businesses must apply before starting the project, and qualifying projects can receive 35-50% of costs in tax credits.

Energy Trust of Oregon
http://www.energymytrust.org
Energy Trust of Oregon is dedicated to promoting renewable energy and efficiency. It provides technical assistance and cash incentives to small businesses for energy-efficient upgrades to existing facilities, commercial new construction and major renovations, and production/industrial efficiency projects.

PDC Sustainable Business Assistance
http://www.zerowaste.org/sba/
The Sustainable Business Alliance helps small businesses become greener by providing technical assistance through Zero Waste Alliance and funding sources from Portland Development Commission (PDC). Eligible projects can receive a 50% match up to $10,000, along with expert advice on green building, energy management, waste stream diversion, process improvement, and more.

ShoreBank Enterprise Cascadia
http://www.sbpac.com
Shorebank Enterprise Cascadia aims to invest in people and their communities to create economic equity and a healthy environment. Shorebank’s collaboration with the non-profit arm allows them to exceed normal lending amounts, up to 85% loan-to-value, for green building projects.
<Date>

<Business &/or Owner>
<Address>

Dear <Business &/or Owner>:

Welcome to the Humboldt neighborhood!

We noticed that your business recently opened, and would like to extend our personal welcome to you and your business!

You've made an excellent choice on where to put down roots. I hope that during your search for a good business location, you noticed the rich cultural diversity and beautiful historic character we have here. Great people, great connectivity, affordable opportunities, and an active resident community are what make this one of the most desirable communities to live in Portland’s northern neighborhoods.

In addition to welcoming you as a neighbor, as President of the Humboldt Neighborhood Association, I would also like to welcome you on behalf of my fellow residential and business community members. You'll find that Humboldt has an exceptional group of small businesses and service companies that share similar values on what a neighborhood is and how business and residents together can shape the environment around them.

To keep the neighborhood as an affordable and viable option for small business, we have attached a welcoming packet with information that may be of use to you. In the packet, you will find information on available small businesses resources that address business management and support, financial assistance, and green building practices.

We look forward to working with you and getting to know you.

Best,

President
Humboldt Neighborhood Association
How to Start a Buy Local Campaign

Many people give little consideration to the choice between a locally owned store and a chain when deciding where to shop. They do not know the benefits to their city’s economy of choosing local businesses and are unaware of the many hidden costs of opting for the big boxes.

Broadening awareness of the consequences of our shopping choices is therefore an essential strategy in turning the tide of chain retail expansion and rebuilding our local economies.

Local Business Alliances

By far the most effective “buy local” campaigns are those that have been undertaken by local business alliances. These coalitions typically include hundreds of business owners and citizens working together to prevent the displacement of local stores by chains. The strategy was pioneered by the Boulder Independent Business Alliance in 1998. Since then, similar alliances have formed in more than 60 communities.

While a few of these alliances have fought big-box projects, their emphasis is primarily positive and proactive. They focus on:

- building support for locally owned businesses through highly visible educational campaigns that convey the many benefits these businesses bring to the community
- leveling the playing field by making “locally owned” a strong brand that can counter the advertising advantages the chains enjoy
- engaging citizens in actively shaping the future economic development of their city and region
- influencing city officials and helping to shape policies that support local enterprise
- stimulating more media coverage of the issue and providing a strong voice for independent businesses in local news stories
- working with banks, developers, community organizations, and others to create opportunities for local business development

Do these campaigns make a difference?

Yes! Both surveys and anecdotal evidence indicate that these campaigns are having a significant impact. Here are a few examples:

**Austin Independent Business Alliance**

Formed in 2002, AIBA has grown to nearly 400 locally owned businesses. Its buy local campaign—broadly visible in advertisements and on posters, banners, storefront decals, and other items that remind people of the value of independent businesses and urge them to “break the chain habit”—has changed the shopping behavior of many residents and influenced the decisions of city officials and even developers.

Thanks in part to AIBA’s work, the city stipulated that a sizable amount of the leasable storefront space in a downtown redevelopment project be reserved for independent businesses. The city is also working with AIBA to develop policies to support Independent Business Investment Zones throughout the city.

With residents increasingly clamoring for local businesses, developers have partnered with AIBA to develop strategies to include more local entrepreneurs in their projects.
Sustainable Connections

This coalition of more than 500 locally owned businesses in Bellingham, WA, launched a campaign to encourage people to “Think Local First” in 2003. By 2006, the campaign had triggered significant changes in local shopping behavior, according to a survey conducted by Applied Research Northwest. The survey of 300 people found that 69 percent were familiar with Think Local First and 58 percent were making a more deliberate effort to patronize locally owned businesses than they did before the campaign.

“If 1 in 5 households claim familiarity with your program, and change their behavior because of it you would consider it a success,” said Dr. Pamela Jull, the lead researcher. “To have nearly 3 in 5 households attributing a behavior change to this program shows an amazing impact.”

A separate survey of the group’s member businesses found that, when choosing vendors, more than two-thirds were giving more consideration to whether the supplier was locally owned and/or whether the product was locally produced than they were before the campaign.

Portland Independent Business and Community Alliance

Just six months after launching a buy local campaign in Portland, ME, PIBCA surveyed its members and found that nearly two-thirds reported that the campaign had already had a positive impact on their businesses, generating increased sales and greater customer appreciation. So strong was the initial public response to the campaign that it was voted “Best Local Cause” in a poll conducted by a local newspaper.

Getting Started

1. Form a steering committee.

Begin by talking with key business owners about the benefits of launching a buy local campaign. Identify those who would like to be involved and ask them to join a steering committee. The committee should include 6-15 people, mostly local business owners, along with a few individuals and leaders of any relevant organizations, such as a downtown revitalization group. Ideally the committee should include at least a couple of long-standing, highly regarded local businesses.

2. Set a date for a kick-off event.

This will give the committee a concrete initial goal. The kick-off event might be a press conference to announce the campaign. This would give it immediate media visibility and help with your initial recruitment drive. Another possibility would be to hold a gathering for business owners, perhaps at a local restaurant or performance venue. Or you could invite AMIBA or BALLE (see sidebar) to visit your community and lead a workshop.

3. Devise a name, slogan, and logo.

Your group’s name and slogan should be positive and proactive, and your logo professionally designed. Consider asking local designers if they might volunteer their services in exchange for free membership.

Examples of names include the Louisville Independent Business Alliance (Louisville, Kentucky), Cambridge Local First (Cambridge, Massachusetts), Homegrown El Paso (El Paso, Texas), and StayLocal (New Orleans).

Slogan examples include “Local Spoken Here,” “Keep Portland Independent,” “Think Local First,” and “Buy Close By—Preserve Community.”

Your logo might incorporate a mountain, city skyline, or other recognizable and beloved feature of your community. (For examples, see the resources listed at the end of this document.)
4. Develop a campaign kit.
   This is the packet of materials that businesses receive when they join. It might include a welcome letter, a window decal of the campaign logo for their storefront, tips for promoting the campaign, a "Top 10 Reasons to Support Locally Owned Businesses" flyer for distributing to customers, frequently asked questions about the campaign, a list of participating businesses, and a poster. You should also create a basic web site. (Again, consider asking local print shops and web developers to volunteer their services in exchange for free membership.)

5. Define membership.
   You should determine which businesses are eligible to participate in the campaign. Contact AMIBA for examples of how other buy local efforts define "locally owned" and "independent." Also, you'll need to decide how much it will cost businesses to join. Some alliances start out with fairly substantial dues rates. Others opt for a modest initial membership fee ($20-30) — just enough to cover the cost of producing start-up materials and organizing their first events — and raise it in subsequent years as the campaign expands and gains influence.

6. Hold your kick-off event.
   If your kick-off event is a press conference, plan to hold it in a visually significant spot, such as a downtown square or in front of a landmark local business. Consider having a large poster made of your logo that you can unveil at the event. As many committee members who can attend should be there, ideally wearing campaign tee-shirts. Send out a media advisory a couple of days ahead and a press release the day before. A few committee members should speak briefly at the event about the importance of local businesses and the goals of the campaign.

   The advantage of a press conference as a kick-off event is that having a few stories appear in the local news media will introduce the campaign to business owners and make it easier to recruit your first batch of members.

   Another option for a kick-off event would be to host an informal breakfast or cocktail-hour gathering to introduce the campaign to business owners. Getting a good turnout would depend on the committee’s ability to extend personal invitations and otherwise promote the event to local merchants.

7. Begin recruiting members.
   You might start by sending out a letter, signed by one or more prominent members of your steering committee, inviting businesses to join the campaign. (Check with your city’s economic development department or other business groups in town to...
Many people will not respond to a mass solicitation, however. Your membership drive will be much more successful if you talk with business owners in person. Steering committee members should each take on the task of contacting a dozen business owners—perhaps those they know personally or whose businesses are located in the same part of town. Both AMIBA and BALLE (see sidebar) can provide materials to use when talking to business owners to explain what the campaign is about and what it will do.

**Next Steps**

Once you reach a critical mass of businesses, the campaign then needs to pursue the following two tracks simultaneously (you might form separate subcommittees to work on each of these tracks and report back to the full steering committee):

**Organizational development**

This involves incorporating the organization, forming a board, adopting bylaws, drafting a budget, and other tasks that will establish a firm foundation as the campaign grows and develops.

**Spreading the campaign’s message**

The more people learn and the more they see and hear the buy local message, the greater the impact of your campaign and the more it will influence people’s choices. Ideas for getting the message out include:

- creating posters, advertisements, banners, tee-shirts, countertop thank-you cards, bumper stickers, flyers, and other items
- organizing events
- developing a more extensive and dynamic web site, perhaps with an online searchable directory of local business

After the first year or two, many local business alliances grow to the point that they can hire a part-time director and take on more complex projects, such as proposing changes to city policies or advocating for small business development initiatives.
<table>
<thead>
<tr>
<th>Business Name</th>
<th>Description of business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humboldt Nursery</td>
<td>We have everything for plants and the people that love them! Locally owned and women run business for over 20 years.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>5222 N. Killingsworth Ave.</td>
<td>503.555.5555 <a href="mailto:lizzy@humboldtnursery.com">lizzy@humboldtnursery.com</a></td>
</tr>
</tbody>
</table>

**Coupon Offer**

- **Coupon Specifics:**
  - 50% off any non-sale garden equipment.

- **Offer Expires:** 05.15.10
This manual has the following purposes:

- To support the initial training of newly-forming Business Watches
- To help train new members joining an already established Business Watch
- To consult when questions arise about the procedures and policies of a Business Watch

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Introduction to Business Watch

Purpose of Business Watch
Business Watch is a program designed to increase commercial viability and residential livability by reducing crime and the fear of crime and promoting positive communication and relationships within an area. The program partners with businesses to maintain a safe and crime-free atmosphere by using communication and crime prevention tools.

The Business Watch program treats businesses in a specific geographic area as a small city or neighborhood. As in any neighborhood, residential or commercial, it is important for “neighbors” to know each other, have mechanisms for sharing information, and understand basic crime prevention and reporting techniques. This is accomplished by creating communication networks and improving observation and crime reporting skills.

By organizing a Business Watch you will:
1. Become familiar with neighboring businesses, local residents, and activity in your area.
2. Learn how to recognize and report crime and suspicious activity. Discover who to call to get an appropriate response.
3. Communicate regularly with nearby businesses and neighbors using your Communication Network or other Business Watch tools.
4. Develop a positive, open relationship between the Portland Police Bureau, Crime Prevention, and your business.
5. Problem solve with watch members, the police, and crime prevention coordinator where chronic problems exist.
6. Increase employee and customer safety.
7. Create an environment that discourages graffiti, vandalism, litter and crime.
8. Promote safety by reporting all crime and suspicious activity.
9. Learn ways to increase your business security and steps to prevent shoplifting, burglary, robbery, and violence in the workplace.
Types of Business Watches

A Business Watch is a form of Neighborhood Watch, and is often formed when a problem in the area is noticed, such as a series of shoplifting incidents or vandalism. Some watches continue indefinitely, and some become somewhat dormant once the neighborhood problem is solved. The most effective Business Watches are those that are sustained over time, where group members are motivated to continue because they know it can prevent future crimes by using the communication network developed at the start of the watch.

The Business Watch program can be applied to a number of different environments, such as business districts, large buildings, and/or business campuses. Organization and operation of the watch will vary depending on the crime and livability issues that may be present and the agencies that might respond to these problems. The following are different kinds of Business Watches:

• **Neighborhood Business Watch:** A group of businesses in close geographic proximity that work together to observe and report crime, and communicate with each other, police, and crime prevention.

• **Building Watch:** A program is designed to increase security in commercial buildings and to foster a safer, crime-free atmosphere for the tenants of office buildings and their employees.

• **Campus Watch:** A watch group designed for businesses with multiple buildings and/or multiple locations.

Roles within a Business Watch

**Organizer**
The organizer is someone selected by the group to maintain the paperwork of the group and be the primary communication link with partners of the watch.

**Partners**
While community members are the people who form the actual watch, they partner with others to achieve the best results. Without exception, Business Watches partner with, and receive technical assistance from, crime prevention staff and police. Depending on the location of the watch and the specific issues in that area, other partners may also be appropriate.

**Crime Prevention Program Coordinators**
Employed by the Office of Neighborhood Involvement, Crime Prevention Program Coordinators (CPPC) are professional problem-solvers, educators, and community organizers on issues of crime and public safety. Every neighborhood in Portland has an assigned CPPC. In the context of Business Watch, CPPCs provide:

• The initial training to watch members, as well as follow-up training, if needed.

• Advice and assistance to the watch, such as information about resources and current crime patterns.
• Coordination of responses to chronic problems. CPPCs send out crime alerts to watches when appropriate, and often act as liaisons between watches, police and other public safety and livability resources.

**Police Officers**
These could be district officers, who respond to radio calls; Neighborhood Response Team officers, who work on long-term problems; or members of specialty units such as the Gang Enforcement Team, the Drugs and Vice Division, or the School Police. Police receive, review, and respond to incidents reported by the Business Watch, as necessary. Sometimes an officer is assigned to attend watch trainings or meetings.

**Business District Associations**
A Business District Association is an autonomous nonprofit organization with membership guidelines in its bylaws formed by people in business within a defined geographic boundary for the purpose of promoting the general well-being of their business community. Individuals who are interested in starting a Business Watch may find it helpful to announce their intentions of forming a Business Watch at a Business District Association meeting. Businesses can be involved in a Business Watch without participating in a Business District Association, and visa versa.

**Residential Neighbors**
Nearby or adjacent neighbors can be important partners in observing activity around a business. In some areas, it can be just as important to work with surrounding residential neighbors as with the other businesses.

**School staff**
When a Business Watch borders on a school, the group would communicate with that school’s principal or administrators, the school district security manager, and/or maintenance and custodial staff to help address problems that are detected on school grounds.

**Other potential partners**
There are many other city staff and community members that might work with a Business Watch, such as the City’s graffiti abatement coordinator, noise control officer, the Office of Transportation, neighborhood nuisance inspectors, or a faith based organization or church in the watch area.

**Success story**
Business Watches are successful because they bring people together. One of Portland’s Business Watches formed as a result of numerous burglaries in one area of Portland. A small group of business owners started meeting with Police and Crime Prevention and soon had an email network of over 100 businesses and property owners. This group was proactive in notifying each other of suspicious activity and took ownership of their prevention activities. In addition, this group worked with Police and Crime Prevention on car prowl prevention, Crime Prevention Through Environmental Design (CPTED) assessments, and many other activities.
Starting a Business Watch

Business Watches begin with an initial meeting where the Crime Prevention Program Coordinator (CPPC) provides the training and materials you need to get started. Below are the steps for setting up the initial meeting.

Initial Steps to Organizing

1. Talk to your CPPC
   Contact the CPPC for your area to tell him or her that you are interested in starting a Business Watch. Ask any questions you have about how to proceed.

2. Find out about neighboring businesses’ concerns
   Talk with your neighbors, ask them about their public safety concerns and about any other block issues they may have. They may provide you with information about suspicious activity in your area at this time. Inquire about their interest in forming a Business Watch.

3. Decide what area you are going to organize
   You’ll want to invite nearby businesses, and in some cases, residents. For a standard city block this could include both sides of the street and property sharing an alley. Although full block participation is ideal, not everyone will make that commitment or choose to participate. This will not preclude you from organizing a Business Watch.

4. Decide the time, date, and location of the first meeting
   Work with your CPPC and interested businesses to schedule your first meeting/training. Usually, Business Watch trainings are held on weekdays. Often meetings are held at one of the businesses. Choose a meeting space that can comfortably accommodate everyone invited. Allow enough time to accommodate varying schedules; two or three week notice should be sufficient.

5. Deliver invitations
   Use written invitations to invite neighboring businesses. Try to make personal contact at each location. This will increase meeting turnout. CPPCs can provide you with generic invitations. It’s always a good idea to confirm and remind invitees a few days prior to the meeting/training.
Outline of the Business Watch training
At the training, your CPPC will provide information, assistance, and materials needed to start your group. Talk with your CPPC regarding your group’s specific concerns and needs. Expect the following topics at the first meeting:
• Learn the purpose of Business Watch and roles within the watch
• Get acquainted with other commercial neighbors
• Discuss any crime issues of particular interest to the group
• Develop a block map and communication network
• Learn how to recognize and report crime and suspicious activity including resource numbers
• Promote a positive relationship with the Portland Police Bureau
• Create an environment that discourages litter, vandalism and graffiti
• Discover ways to increase business security
• Select a watch organizer(s)
• Decide whether or not to purchase Business Watch signs
• Q & A

After the first meeting
After the initial meeting, there are a few tasks that need to be completed by the Business Watch organizer and members to get the Watch officially up and running. Tasks include:
• Copy and distribute communication network questionnaires
• Plan a follow-up meeting
• Determine next steps

Follow up training and meetings
An active Business Watch often has members join after the initial training. The CPPC will support the efforts of the growing Watch, including problem-solving and resource materials.

It is a good idea for active Business Watches to meet periodically. At a minimum, the group should meet annually. Many groups find it effective to meet more often. The CPPC or a police officer will be able to attend some of these meetings. Meetings are a good time to discuss member recruitment and or any procedural changes or decisions.
Business Watch Tools and Procedures

One of the most effective and valuable features of Business Watch is getting to know your neighbors. It is important for Business Watch participants to provide and distribute contact information. It is also helpful to share information about your business, such as hours of operation, normal activities, type of business, etc.

The more information you share with each other, the better able you are to recognize when something suspicious is occurring. Many burglars “case” a business before committing a crime, paying attention to schedules, activities and the vigilance of neighbors. If a burglar strives to become familiar with patterns in your area, shouldn’t you become familiar with them as well?

Below are tools for sharing information.

**Block Profile Questionnaire**

Where to find it: In the addenda section of this handout.
What it is: The profile questionnaire is used to collect participant information along with more detailed information such as: type of business, hours of operation, emergency phone numbers, email addresses, etc. Although there are specific reasons for sharing each piece of information on the questionnaire, watch members might not feel comfortable answering all of the questions on the form. This is voluntary. The form does not have to be filled out completely, but at the very minimum participants do need to share names, addresses, phone numbers and/or email addresses.
How to use it: The form is completed at the time of the initial Business Watch meeting/training. The watch organizer will compile the questionnaires and distribute them to the watch members.

**Block Map**

Where to find it: The Block Map is created using information from the completed profile questionnaires, then copies are distributed to all watch members. Sample block maps can be found in the addenda section of this handout.
What it is: The block map gives you a visual picture of your block. It is a handy way to remember addresses and names and it makes it easy to report any activity to a 9-1-1 operator, so that help can respond as quickly as possible.
How to use it: Keep it with your Block Profile Questionnaires in an accessible and secure location preferably by the phone. If you should need to call 9-1-1, take it out and use it to help describe where a problem is happening while you talk to the 9-1-1 call taker.
Communication Network

Where to find it: The Communication Network is created from the completed business watch profile questionnaires. Copies are distributed to all watch members. A sample profile is shown at the end of this manual, along with instructions on how to use the Communication Network.

What it is: The Communication Network gives block members an effective method for sharing information between each other quickly. Each business is responsible for initiating the Communication Network when any problems arise.

How to use it: Keep it with your Block Map and Block Profile Questionnaires in an accessible but secure place in your business. Anytime there is news that should be shared with everyone right away, the Communication Network should be activated. For example, if you catch someone trying to shoplift in your business and tell them to leave, report it to the police and then activate the Communication Network so everyone on your street finds out about the problem.
Here is a more detailed explanation of the roles within a Business Watch:

Business Watch organizer tasks

- Design a Block Map, Communication Network and Block Profile Questionnaires to distribute. Keep them up to date and inform your CPPC of any changes.
- Relay information about crime and nuisance activity on the block to the appropriate resource (CPPC, Police Bureau, etc.).
- Act as the primary contact person between the CPPC or the police and the block.
- Coordinate problem solving efforts, scheduling meetings and social gatherings.
- Find a replacement, if you are no longer able to fulfill the duties of Business Watch organizer.
- Perform the regular duties of a watch member as described below.

Business Watch member tasks

- Report all crime and suspicious activity.
- Participate in the communication network, pass on messages as part of the communication network, and inform neighboring businesses of crimes and suspicious activity.
- Log details about suspicious or criminal activity to help police and crime prevention respond most effectively.
- Attend Business Watch meetings and social gatherings, if possible.
- Work with the CPPC, police, and other resources to resolve neighborhood concerns.
- Implement personal safety and commercial security tactics to make the block less attractive to criminals.
- Work to find options and solutions to neighborhood issues and finds ways that members can be involved in the problem solving process.
Calling Emergency and Non-Emergency Numbers

It is important to know how to identify and report crimes and suspicious activity. Here are some tips for deciding whether an incident is an emergency (9-1-1) or a non-emergency (503-823-3333) call.

**Police, Fire, or Medical emergencies: 9-1-1**

Call 9-1-1 when a:
- Crime is in progress
- Situation is about to escalate into an emergency (endangering life or major property)
- Crime just occurred (especially if you can describe the suspect and the direction in which s/he fled).

In cases of serious injury or life threatening situations, always call emergency 9-1-1 first, then immediately contact security (if relevant) and let them know your situation and that you’ve called 9-1-1.

**What happens when you call 9-1-1**

When you call 9-1-1, a call taker will ask you a series of questions that they are trained to ask. Keep your answers as short and direct as possible. Questions may include: What happened? What is the location? Where are you calling from? What is your name?

Please do not assume that the call taker has this information in the computer. All facts need to be verified to ensure that your emergency is handled as quickly as possible.

**Why you should stay on the line**

While you are on the phone with the call taker, he or she can send your call to the dispatcher. Staying on the line with the call taker does not interfere with the ability of the dispatcher to send help, and it will not delay the response. The call taker may need you to stay on the line to help direct emergency personnel to the right location or to provide additional assistance that can help ensure your emergency is handled correctly. If it is possible, do not hang up the phone until the 9-1-1 call taker says it is okay to hang up.

**What should you do if you’re put on hold?**

If you call 9-1-1 and reach a recording that states all lines are busy, stay on the line. Your call will be answered as quickly as possible. If you hang up and redial, you will lose your place in line and a call taker will receive the message that someone from your phone called 9-1-1 and then hung up. The call taker then is required to attempt to call you back; meanwhile if you are calling in to 9-1-1 again, two call takers are now attempting to respond to your call.
Non-emergency: 503-823-3333

The non-emergency number is 503-823-3333, which operates 24 hours a day for non-emergency police help. Using the non-emergency number keeps 9-1-1 available for true emergencies. When dialing the non-emergency number, you will go into a voicemail system. By selecting the correct options you will be able to speak to an operator. Some examples of times when you should call 823-3333 are:

- Your business was burglarized last night.
- Your vehicle was broken into last night.
- Your property was vandalized or graffitied last night.
- You need to add additional information to a report you made last week.
- Your business received a bad check several days ago.

When to call other resource numbers

Some people call 9-1-1 or the non-emergency number inappropriately to ask about road conditions, report an animal problem that does not involve a vicious animal, report a power outage, or are having trouble finding a phone number in the phone book. When you need information, or if you are making routine business inquiries, you should not use either the emergency or non-emergency number. Below are some general inquiry numbers.

- 4-1-1 Information: To find a phone number in the phone book.
- 503-823-4000 City/County information and referral: For a complaint or question regarding a service provided by the City of Portland or Multnomah County.
- 503-823-4636 Portland Police Bureau information line: For general questions regarding police services or if you are unsure who to call with your non-emergency question.
- For other frequently called numbers, ask your CPPC for a problem solving resources contact list.
Reporting suspicious activity

What to look for

Some suspicious activity may not be obvious. What is considered suspicious activity in one building may be common in another. Become familiar with your neighbors, so you can evaluate whether or not activity is suspicious. Keep in mind that behavior or activity that is not normal for your area could be an indication that a crime is about to happen. Watches can help businesses identify legitimate clients, in addition to spotting fraud and suspicious persons.

Watch for people:
- Wandering around aimlessly, trying to open closed doors.
- Loitering in restrooms.
- Selling or pretending to sell something.
- Wandering around the common areas of your floor. They could be a client of another tenant, but they could also be someone “casing” the floor for hiding places or under-monitored offices.
- Soliciting in your area. If you are really suspicious of someone who is soliciting, ask for the salesperson’s supervisor’s phone number and call to ask that the employee be verified and/or told to leave the building.
- Persons offering items for sale at a very low price, often in parking lots. They could be selling stolen or counterfeit merchandise.

If your intuition tells you something is not right, call 9-1-1 or the non-emergency number and report your suspicions. It is better to discover that nothing is wrong than to let a crime occur. If there is an ongoing problem with crime at a particular location, your CPPC will give you forms to help you log the suspicious activity. Logging helps establish patterns in the activity which makes effective response easier, and can help police get search warrants for locations with serious problems.

Another reason to report crime and suspicious activity is that “information is power.” By sharing your experience with other businesses, you empower yourself and others to work together to solve common concerns and problems. If you are a tenant, remember to let your building manager know whenever you have called 9-1-1 or the non-emergency number to make a report.

Describing suspects, vehicles, and activities

When you call the police or make entries into a log, how you describe what you have seen matters. Your information will allow any responding officer(s) to know specifically what they are looking for and where to look for it. Even if the police are not called, it is often helpful to record information that can be used or needed at a later date.
Describing suspects
Take note of sex, race, age, height, weight, hair, complexion, scars, tattoos, glasses, facial hair, clothing, and anything else that would help police find the person. If you do not have time to note all of these, pay the most attention to things the suspect cannot easily change like scars, marks, tattoos, or weight.

Describing activities
Give as much detail as you possibly can. For example: “I saw a person take a small orange colored object out of their mouth and hand it to another person. The second person handed the first person money. The first person folded the money in half and put the money in the right front pocket of their pants. The second person put the orange packet in the left front pocket of their jacket,” is much more useful than: “I saw a person dealing drugs.”

<table>
<thead>
<tr>
<th>Concerning Vehicles</th>
<th>Possible Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow moving vehicle without lights</td>
<td>Possibly casing neighborhood</td>
</tr>
<tr>
<td>Vehicle being loaded with valuables if parked by closed business or residence</td>
<td>Possible burglary in progress</td>
</tr>
<tr>
<td>Person detaching mechanical parts or accessories from vehicle</td>
<td>Possible theft or vandalism in progress</td>
</tr>
<tr>
<td>Locked vehicle that someone is attempting to forcibly enter</td>
<td>Possible theft of car or contents in progress</td>
</tr>
<tr>
<td>Someone being forced into vehicle</td>
<td>Possible kidnap, assault, attempted sexual assault, domestic violence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Concerning Persons</th>
<th>Possible Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Going door to door, especially if one or more persons goes to the rear of the house</td>
<td>Casing, possible burglary in progress</td>
</tr>
<tr>
<td>Loitering in front of house or business, especially if site is unoccupied</td>
<td>Possible burglary suspects</td>
</tr>
<tr>
<td>Person running carrying items of value, i.e. TV, stereo</td>
<td>Possible suspect fleeing scene of theft</td>
</tr>
<tr>
<td>Sounds of a fight- screaming or yelling, sounds of breaking furniture or glass</td>
<td>Possible domestic violence assault, sexual assault</td>
</tr>
<tr>
<td>Persons offering items for sale at a very low price</td>
<td>Possibly trying to sell stolen items</td>
</tr>
<tr>
<td>Persons coming to your door with unusual requests, especially if yours is the only house approached</td>
<td>Possibly casing house or attempting an entry for robbery</td>
</tr>
</tbody>
</table>
Describing vehicles
The license plate is the most important piece of information. Take note of the license plate and the direction in which the vehicle was traveling. Then, note color, make, year, body style, and any other identifying characteristics such as dents or bumperstickers.

Accurate Terminology
When calling 9-1-1 it is important to be as clear and accurate as possible about what you are observing. In order to be effective you should have working knowledge of the terminology used by the police and the 9-1-1 call takers to prioritize crime. To say “I’ve been robbed!” when in fact you were the victim of a burglary may have an effect on how your situation is responded to. Below is a list of commonly used terms to describe criminal activity.

<table>
<thead>
<tr>
<th>Crime</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault</td>
<td>Causing injury or attempting to cause injury to another person</td>
</tr>
<tr>
<td>Burglary</td>
<td>Unlawful entry of a structure with intent to commit a felony or any theft.</td>
</tr>
<tr>
<td></td>
<td>(Note: a residential burglary is theft from a dwelling. Non-residential</td>
</tr>
<tr>
<td></td>
<td>burglary is theft from a business, a detached garage or any other non-dwelling.)</td>
</tr>
<tr>
<td>Car Prowl</td>
<td>Theft from an automobile, not the theft of an automobile</td>
</tr>
<tr>
<td>Larceny</td>
<td>Theft of property other than by burglary or robbery (pickpocketing, shoplifting, etc.)</td>
</tr>
<tr>
<td>Robbery</td>
<td>Taking or carrying away of another’s property forcefully or with imminent threat of force with intent of permanently depriving rightful owner of the property (e.g., a stick-up, mugging)</td>
</tr>
<tr>
<td>Sexual Assault</td>
<td>Forced or unconsented to sexual activity by one against another (not limited to rape or to women)</td>
</tr>
<tr>
<td>Vandalism</td>
<td>Destruction or defacing of property</td>
</tr>
</tbody>
</table>

Reporting – Why it’s important
In general, if you do not report all crimes, no matter how minor, law enforcement agencies will not know that problems exist in your area. In order to gather information, track trends and catch perpetrators, law enforcement agencies need the community’s help.

The City of Portland uses several factors in allocating police officers to various parts of the city. One very important set of data the Police Bureau uses to assign personnel is reported crimes and suspicious activities, or the number of “calls for service” citizens’ make to 9-1-1 and 503-823-3333.
Community Coordination and Communication
Using your communication network, letting other nearby business and/or the building management/security know about your suspicions is a key component of the Business Watch program. Sharing information helps others know what may be occurring and gives them the opportunity to take action and helps keep others from becoming the next victim. Crimes can be solved and deterred when people share information.

Business Watch participants who use email, telephone, or fax communication networks can be actively involved in preventing crime in their area. These networks allow police and security providers in a number of industries to share information quickly. These networks are successful in tracking and stopping trends in crime.
Addenda
Block Profile Questionnaire

This information is used by the Business Watch organizer to create the Block Map and Communication Network. Please complete this form and return it to the organizer before you leave the meeting. The * denotes required information for watch participation. All additional information is voluntary, but the more information you provide, the better able neighboring businesses will be in identifying suspicious activity around your business. Thank you!

*Occupant/Firm name: ____________________________________________________________

Type of Business: __________________________________________________________________

*Business Contacts: __________________________________________________________________
_____________________________________________________________________________________

*Address: __________________________________________________________________________
_____________________________________________________________________________________

Building Description: __________________________________________________________________

Contact Information

*Business Phone: _____________________________________________________________________

Alternate Phone: _____________________________________________________________________

Email: ______________________________________________________________________________

*Emergency After Hours Contact (name, position, and phone numbers) _______________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Business Information

Regular Business Hours: ___________________________________________________________________

Is the building occupied during non-business hours? (circle one) yes / no  If yes, please explain: __________________________________________________________________

Alarm: (circle one) yes / no

If yes, should your neighbors call 9-1-1 when they hear your alarm?  (circle one) yes / no

Additional Information:
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
How to use the telephone tree

1. If you see suspicious or criminal activity, first notify the police at 9-1-1 or the non-emergency number, 503-823-3333. Then activate the communication network as described below in order to share information about the problem.

2. Contact the person in the position after yours in the communication network to tell them about the problem.
   a. If you talk to them directly, tell them what the problem is, and ask them to continue by contacting the person after them.
   b. If the person you contact is not home, leave a message, then contact the next person in line. Continue the contacts until you have reached a live person who can continue contacting the next person.

3. You will know the communication network has been successfully completed when you are contacted at the end.

Note: Email is also a good way to share information. Remember that some people do not check their emails regularly, so keep this in mind if you are trying to get important, time sensitive information distributed.

You can also activate the communication network for other purposes, such as to give updates about a crime or suspicious event that already happened for the purpose of rumor control. The Business Watch organizer will initiate practice runs periodically to ensure the phone tree is working properly.
Sample Block Maps

Below are several samples of block maps. When you make your block map, be sure to include (1) business addresses, even if the residents are not participating or is vacant; (2) business color; (3) name(s) of occupant(s); (4) phone number; (5) street names; (6) any residential buildings on your block, such as homes or appartments; and (7) a directional compass. Note the symbols after some members’ names.

[Diagram of block map with names and addresses]

Manager:
Phone:

This manual is available on the Office of Neighborhood Involvement website at www.portlandonline.com/oni/cp.
Greetings!

On behalf of everyone at Neighbors West-Northwest I’d like to congratulate you for considering leading a neighborhood clean up. This short guide will explain some of the ins-and-outs of planning a clean up to suit your neighborhood. The guide is mostly focused on leading a bulky waste clean up or litter clean up, as these events are the most common. If you have another idea for a clean up in your neighborhood I’d be more than happy to discuss options with you and provide you with resources and support for your event.

There are several dates to keep in mind when planning a clean up. If you plan to hold a spring clean up you need to let our office know a preliminary date by March 3rd. Spring clean ups must be completed prior to June 1st or they will draw from the funds for the following year. Fall clean ups are another viable option as they are less popular than spring clean ups reimbursement checks will be received earlier and haulers may be easier to schedule.

If you are confused by any of the information included in this short summary guide or require additional help feel free to contact me, Alison Wallisch at 503-823-4265 or Alison@nwwn.org.

Thanks for taking the first step to making your neighborhood a better place to live,

Alison
Big Picture: Organizing a Neighborhood Clean-Up

Each neighborhood has its own needs and the type of clean up and scope will differ by the needs of the area.

Clean Ups are a great way to increase neighborhood pride, promote neighborliness, and to introduce people to the neighborhood association and other activities you do.

Clean Ups can be used as fundraisers, community service events, or can be combined with other events.

Identifying the Project

These are some questions you will want to answer as you are thinking about leading an event:

1) Who are we targeting/ what is our service area?
2) What is the event?
3) When is the event?
4) Where will the event take place?
5) Why is it happening?
6) How much money will it require (See Items to Consider When Budgeting)?

You probably could already answer several of these questions. The following sections will guide you towards answers to the other questions.

Target Area

Clean Ups can occur in an individual neighborhood, in an area that extends through multiple neighborhoods, as a coalition-wide event, or as a smaller event such as a street clean up that concentrates on several blocks. You decide how large your event is and who will benefit from this event. If it is your first time leading a clean up it may be easier to choose a small-scale event unless you are feeling very ambitious and have free time. The work won’t all be left to you, so ambition is a good thing! While specificity can also be good don’t get so specific that your project fails for lack of volunteer support.

What is the event?

Choosing the type of event for your clean up is about identifying what type of clean up activity you would like to focus on. You may also want to think about whether you’d like to combine the clean up event with a fundraising event, a speaker, or another neighborhood activity.

Some of the events that may qualify as clean ups include:

- Litter Pick Ups (On streets, In Parks, Vacant Land)
- Bulky Waste Removal
- Graffiti Removal
- Invasive Species Removal (Garlic Mustard, Ivy, Blackberry, etc)
Picking a date
When choosing the date for your event you want to consider other events happening in the area. You don’t want to plan your event on a holiday weekend. You may want to think about earth day as a possibility because people are used to having clean ups and environmental events on earth day, but you may also want to consider that it will be harder to get a hauler for your event on that day and your event will be competing with the other events happening in Portland.

You also want to think about the time commitment you are making when you pick the date. It hurts everyone when the coordinator cancels an event for personal reasons. So, plan away from your birthday, family vacation etc and everyone will be happy.

Site Selection
Location is everything when planning a bulky waste neighborhood clean up. You should not wait to choose your site until the last minute.

Parking lots make ideal sites for meeting and greeting people or for holding a bulky waste clean up. Bulky waste clean ups require large parking lots that can hold multiple dumpsters and accommodate traffic. Parking lots for businesses, schools, parks, churches and other places that are mostly empty on Saturdays are a good choice.

Consider these things:
- Maneuverability
- Two separate entries (an entrance and an exit)
- Paved surfaces for dumpsters
- Visibility (You want to be seen as people drive by)

Permits may be required to use a lot, so contact the responsible party as soon as possible to make sure you have filled out the necessary paperwork. You will have event insurance through NWWN.

Other events will require different types of spaces. For instance, some events will mostly be walking around events that only require a spot to meet and greet at the beginning and thank people at the end.

Whatever your project, you should pick a spot that suits your needs without leading to a cramped situation if the event is more popular than foreseen; you also don’t want to have a space that is so big that you can’t be heard when making an announcement.

Why is it happening?
Knowing why you are holding the event is helpful to creating effective advertisement and recruiting volunteers. Goals can be as simple as deciding that the event is to provide additional recycling opportunities for neighbors, or to provide a service to neighbors while showing community pride. Be sure to remember these goals of your project. You may want to continue building neighborhood capacity after the event. For example, if you hope to get more people involved in other neighborhood activities, remember to bring additional information to your event and capture contact information (especially email) so you can update people with future neighborhood events.
Reuse is preferred even to recycling because less energy is involved in the process. Please try to divert reusable items from going in the landfill. This is easier than it seems. Neighborhoods in other parts of the city have U-Price-it sales (the neighborhood makes a profit from this). Some neighborhoods have even had success maintaining a free pile, where reusable items are placed and community members can take items they are interested in. You may be able to get a thrift organization to collect the leftover items after the clean up. Thrift stores will only take items that are in good working order, and they reserve the right to refuse items for lack of space or market. The following is a list of some local thrift stores and a general listing of what they accept. Remember, if you would like to partner with one of these organizations, contact them well before your scheduled event.

**Assistance League Thrift Shop** accepts books, magazines, clothing, linens, dishes, and small appliances (503)-227-7093.

**Community Warehouse** accepts mattresses, furniture, household items, and linens (503) 235-8786.

**Council of Jewish Women** accepts computers, stereos, TVs, microwaves, clothing, small furniture, small appliances, and reusable paper and plastic bags (503) 227-6322.

**Goodwill Industries West Burnside** accepts furniture, appliances, household goods, clothing, and books (503) 224-3084.

**Salvation Army Pickup Services** accepts mattresses and box springs (not king), clothing, furniture, large appliances, small appliances, TVs, VCRs, books, and small household items (800) 958-7825.

**Vietnam Veterans of America** accepts small appliances, books, small furniture, clothing, and other household items (800) 775-8387.

**William Temple House** accepts electronics, small appliances, furniture, clothing, bedding, and books (503) 222-3328.
Haulers at Neighborhood Clean-Ups

The major waste disposal contractors are listed below for NW and inner SW Portland. These trash haulers don’t divide areas by neighborhood. Any hauler can be used for your event, and the hauler does not need to be the one that services the neighborhood although these haulers may be more willing to work with you. To find out which hauler to use once you’ve picked your site go to [http://www.metro-region.org/index.cfm/go/by.web/id=779](http://www.metro-region.org/index.cfm/go/by.web/id=779) or call Metro at (503) 234-3000. Remember to find out your hauler’s cost prior to your event so you can plan for it in the budget.

Arrow Sanitary (503) 257-3993
Trashco Services (503) 232-4084
Walker Garbage (503) 531-6330
Waste Management of Oregon (503) 249-8078

Recycling at Neighborhood Clean-Ups

Neighborhood Clean Ups should plan recycling, and reuse components. The City encourages sustainability, by providing recycling and reuse opportunities at neighborhood clean ups. We are serving our neighbors and our planet.

Clean Ups should provide recycling options for recyclables that cannot be picked up during curbside recycling pick-ups, to increase residents’ access to recycling. Some of the most common of these items are listed below.

**Community Partner**
In Northwest Portland and inner Southwest Portland we may be able to get Legacy Good Samaritan Hospital to come to the clean up event and collect many items that can be recycled, they also may provide free trash disposal. Legacy has in place a system for collecting food-based plastics, packing Styrofoam, household batteries, electronics (computers, monitors, keyboards, cell phones, scanners, printers, and stereo), printer cartridges, shoes, and unwanted office supplies. To ask Legacy if they would be willing to come to your event contact Tom Badrick, Sustainability Coordinator at (503) 413-6066 or [tbadrick@lhs.org](mailto:tbadrick@lhs.org).

**Plastics**
Agri-Plas accepts CDs, plastics #1-7, plant pots, plastic bags, and more (503) 390-2381. Call in advance as the plastics market is in flux.

**Large Appliances**
Appliance Recycling, Jaco Environmental accepts large appliances with fees (800) 414-5072.

Tires
We want to eliminate putting tires in the bulky waste and divert them to recycling. You may be able to locate a tire retailer in the neighborhood who is willing to provide tire recycling at the event. There are also recycling centers around Portland that accept tires (there is a small fee for their disposal) however most places will not pick up tires unless there is a very large quantity to pick up. Consider recruiting volunteers with trucks who are willing to transport tires to a recycling location. If you are stuck with tires and no way to transport them to the recycling centers put them at the top of your bulky waste bin so that they are visible and more likely to be diverted.

RB Recycling
8501 N Borthwick
(503) 283-2261

Tire Disposal & Recycling
9333 N Harborgate St.
(503) 240-1919

Metal
Metro Metals Northwest purchases metal items from you including: iron, large appliances, aluminum, copper and brass (503) 287-8861.

Computers/Electronic Equipment
Oregon E-cycles a new statewide program that allows for free recycling of televisions, monitors and computers. Go to www.oregonrecycles.com to learn more.

Free Geek accepts computers, monitors, stereos, VCRs etc. They make repairs on the items received if usable, unusable items are responsibly recycled. There are mandatory fees to recycle these items. Free Geek offers Pick Ups! (503) 232-9350

Total Reclaim accepts electronics, lights, ballast, batteries with flat fees. No minimum pick up size (503) 281-1899

Retronics accepts small electronics, televisions, computers, and microwaves with fees. (503) 223-1190

City Recycle LLC accepts electronics (with pick-up fee), cardboard, paper, metals (503) 254-1927

Bear e-cycling accepts electronics, cell phones, laser cartridges, fluorescent lamps, and televisions. Fees apply. (503) 808-1265

Building Materials
The Rebuilding Center accepts masonite, non-hollow-core doors, unbroken windows, fixtures, accessories, hardware, brick, tile, sinks, toilets, bathtubs, countertops, lumber (minimum 4 feet in length). (503) 445-1520
Recycle Salvage accepts yard debris, wood, auto batteries, cardboard, carpet pads and electronics (503) 775-0652

**General Pick Up Services**

These pick up services recycle many items and pick up waste and recycling for a fee.

- Oregon Hauling and Clean up (503) 381-4003
- Cascade Recycling (503) 333-9642
- Annie Haul (503) 477-4941
- TRJ Hauling Inc (503) 734-7172
- RB Hauling (503) 477-3605

**Other Resources**

**Master Recyclers** are trained volunteer specialists who may be willing to help during an event. They know exactly what can be recycled and where to do so in the metro area. Lauren Norris, Master Recycler Program Coordinator will be able to assist you in locating a Master Recycler for your event, you can reach her at 503-823-7530.

**Creativity in Your Neighborhood Clean-Up**

Change is inevitable and also a necessary factor to prevent boredom and lack of enthusiasm that can occur if the Clean-Up is viewed as the “same old thing.” Below are some ideas to reinvigorate the clean-up or start a new event that your neighbors will love!

- Use your clean-up as a fundraiser
- Combine your bulky waste event with a community service event
- Use a litter clean-up as part of a street fair
- Hold an environmental education talk in conjunction with the clean-up
- Provide educational resources
- Combine your neighborhood clean-up with another neighborhood beautification project such as a mural
- Hold contests at litter clean-ups to reward those who collect the most trash, or find the most interesting item
- Provide Resources to other Neighborhood Events
- Work with Local Businesses/ Non-Profits/Civic Groups to adopt a section of the sidewalk to keep clean
- Earmark Profits towards something in your community that has support behind it (you will gain new supporters for your efforts in those who support that effort).
- Provide donated prizes for volunteers
- Solicit ideas from neighbors about areas needing attention
**How do I Fund our Clean-Up?**

1) Receive funding through Neighbors West-Northwest. Some funding is available from Portland’s Office of Sustainable Development, distributed by NNNW, for bulky waste and litter patrol clean-ups. $781 is available per NNNW neighborhood when the clean-up is authorized by neighborhood boards. If not every neighborhood plans a clean-up more money **MAY** be available

2) Solicit in-kind donations from local businesses for food/water

3) Recycle! Many recyclables have lower disposal fees, and you may be able to get smaller dumpsters to accommodate recycling

4) Charge a fee based on size of load for bulky waste clean-ups

5) Research grants that might be available for the type of project you are interested in (Contact the NWWN Clean Up Coordinator for possible ideas)

6) Team up with another neighborhood by holding a joint clean up or co-advertising each other’s events. If the neighborhood adjacent to yours is holding a clean up where they are offering recycling of electronics offer yard debris disposal and advertise the other event.

7) Have a sale for reusable items on the day of the event (Make sure to contact a resale organization to pick up the leftovers).

8) Seek SOLV Partnerships (free bags, gloves, etc).

9) E-waste Recycling (oftentimes this type of recycling can be used as a fundraiser, as cell phones and ink cartridges can be purchased)

10) Hold a raffle in conjunction with the clean up

**FREE Items Available**

Items such as neighborhood banners, cameras, pop-up tents, and trash grabbers may be available to use at your event. Contact the coalition office to check on availability and to arrange for the use of these items.
Items to Consider when Budgeting

Waste
How much waste will be generated?
How will this be handled?
How much will it cost?
Is this covered by your clean up funding?

Site Supplies
Is there a bathroom on site or do we need to rent a port-a-potty?
Is there a fee associated with use of the property?
Will we need supplies available to clean the site when the activity is over?

Volunteer Supplies
What will volunteers need to be safe?
Are there tools that volunteers can bring with them or tools at the coalition office?
How much will these supplies cost?
Is this covered by clean up funding?

Advertising
What is the most effective means for advertising in this neighborhood?
Are there free advertising sources I can use? (Like printing flyers at the coalition office.)
How many flyers do I need to print?
How many signs should be made?
How much will these supplies cost?

Volunteer Recognition
What type of refreshments will be available to volunteers?
Do you want to send thank you notes to volunteers afterwards?
How much will these cost?

Sponsor Recognition
How will you recognize sponsors?
Will you publicize the results of the clean up?
Do you need funding for this?
Publicity

Once you’ve selected your date and site it’s time for the fun to begin. Advertising is one of the best ways to ensure a successful event. Remember when advertising to put Metro and OSD logos on all advertisements!

There are many free advertising sources available for neighbors within the NWNW coalition. The following are available:

**The Activist**  This neighborhood coalition monthly newsletter is published in The Northwest Examiner: Each neighborhood in the coalition can publish stories and events at no-cost. Space is limited, so the most timely articles are published first. NWNW staff edits stories for grammar and length. Submissions are due the Monday prior to the first Saturday of each month. For more information call (503) 823-4288.

**The Northwest Examiner:** There is usually space for announcements about community events in the main body of the Examiner as well. For more information call (503) 241-2353.

**Discussion Groups:** Advertise the clean up on your neighborhood discussion group or website.

**School and Church newsletters:** Many area schools and churches have newsletters that are distributed weekly, monthly or bi-monthly. Ask local churches and schools if they have a newsletter, these organizations are usually willing to advertise local events.

**Press Releases:** Consider sending press releases or letters to the editor about community events to local newspapers, television stations, and radio stations they may have community event calendars too.

- **Print Media:** The Oregonian, The Willamette Week, The Portland Mercury, The Asian Reporter, The Portland Tribune
- **Television:** KGW, KOIN, KPDX, KPTV, KPXG, KOPB, KATU, KNMT
- **Radio:** KXL, KEX, KOAC, KOPB, KPAM (News Stations)

**Online:** There are many online calendars and sites that are specific to Portland, and willing to post events.

*Not Free But Worth It:*

**Flyers** (Advertise in local businesses, at apartment complexes, anyplace there is a critical mass of people)

**Street Signs** (at the location of the event, as well as any major intersections)
STAKEHOLDERS

What is a Stakeholder? A Stakeholder is someone who you are asking to support your project, and who is affected by your project. Remember when asking stakeholders for help that you will be more likely to get a positive answer if you ask them for something they have in abundance. For this reason, we suggest asking for in-kind donations. Some businesses will be more willing to donate refreshments, or tools than money. The activity below will help you think of local businesses you can ask for support. The activity provides a template that can also be useful when seeking volunteers.

Here are some questions to get you prepared for the activity:

- What does your project need that local businesses might be able to provide (Tools, refreshments, raffle prizes, money, advertising)?
- Do you know of any area non-profits or businesses whose work is directly affected by the planned project (Where will your project take place? Are there businesses in this area? Are there local non-profits with the same work goals?)
- What could these businesses or non-profits do that would help you realize your goal?
- How does realization of your goal impact them?
- Do you have personal connections with these businesses/people who work at or own them?
- If these people approached are unwilling to donate money or goods, can they donate time?

Activity---Identify Donors

Who is the stakeholder?

1)

2)

What are you asking them for?

1)

2)

How will your project benefit from participation by this stakeholder?

1)
What will the stakeholder receive for their participation?

1)  
2)  
3)  

Now develop a short spiel that addresses these points when asking for help and you may be more successful.

Make sure to acknowledge all donations and volunteers after the event. This includes acknowledging the Office of Sustainable Development and Metro in your advertisements and at the event.

Volunteer Recruitment

Recruiting quality volunteers will make your job as a Clean-Up Coordinator exponentially easier. It can often be difficult to find people willing to step up and help out; this section will help you deal with some of the challenges related to volunteer recruitment.

Every event needs volunteers, but it sometimes feels easier to do the work yourself.
Reasons to recruit volunteers:
- To spread the workload
- To keep the organization alive
- For new ideas
- To get the job done
- To look for people who might lead in the future

Volunteer Recruitment Tips:
- On fliers ask for volunteers, but don’t assume that just because you put a note on your advertisement that you need volunteers your job is done.
- Be clear about the activities you would like volunteers to perform.
- Tell volunteers the exact amount of time you think they would need to commit to the event.
- Talk about the positives of your event and who the volunteers will be helping.
- Ask people you think would be good for the job, when talking to them point out their particular skills that will help them in this task.
- Make a list of the amount of volunteers you could see using at the event if you recruited an optimal number. Make sure you have specific tasks in mind when you are approaching potential recruits.
- People may have negative connotations with the word volunteer but at the same time would be willing to help out
- Encourage volunteers to ask their friends if they would be willing to help
- Don’t recruit so many volunteers that they have nothing to do.

How Do I Find Volunteers?
- Neighborhood Association Membership Lists
- Make phone calls to people you know
- Advertise with service groups (Scouts, schools, churches, civic organizations)
- Post Flyers with Volunteer Information
- Email List-Servs

Online Resources to Find Volunteers:
- www.ideal.org (NWW has an account that allows event posting)
- www.craigslist.org
- www.cnrg.org
- www.handsonportland.org
- www.portlandonline.com/oni/
- www.meetinportland.org
- www.volunteermatch.org
- www.cascadelink.org

“It is one of the beautiful compensations of this life that no one can sincerely try to help another without helping himself.”

–Ralph Waldo Emerson
Timeline: Organizing a Successful Clean-Up

Initial Planning

☐ Identify a Community Need
☐ Obtain Neighborhood Approval
☐ Outline Project
☐ Choose a Site, Date and Time
☐ Contact Site Owner for Permission
☐ Map out site
☐ Notify Coalition of Event Details
☐ Present your project at community meetings

☐ Advertise
☐ Seek Sponsors
☐ Identify Volunteers
☐ Contact Haulers/Recyclers
☐ Arrange for a Master Recycler
☐ Gather Materials and Supplies
☐ Post Flyers
☐ Complete Metro Vouchers (if needed)

Week Before

☐ Confirm Donations
☐ Plan orientation talk for volunteers
☐ Purchase or Acquire remaining supplies
☐ Confirm Site Set-Up (Revisit site to make sure nothing has changed)

☐ Call volunteers to confirm
☐ Print all necessary forms (volunteer waivers, and participant sign-ups)
☐ Create Signage for event

Day of

☐ Take Before and After Photos
☐ Get to the Site Early
☐ Volunteer Orientation
☐ Tools
☐ Food and Water

☐ Someone greeting volunteers/filling out waivers
☐ Closing Ceremony
☐ Event Clean-Up
☐ Write up Accomplishments

Post-Event

☐ Donor or Sponsor Recognition
☐ Volunteer Recognition
☐ Media Release
☐ Event Evaluation
☐ Request for Participant Feedback
GET INVOLVED!

To become involved in the City of Portland Graffiti Abatement Program contact the Office of Neighborhood Involvement at 503-823-5860.

ADDITIONAL RESOURCES

Community Murals
For more information on creating a community mural and the review and approval process, contact the Public Art Mural Program, part of the Regional Arts & Culture Council (RACC) at 503-823-5111 or online at:
www.racc.org/publicart/muralprogram.php

Consumer Chemical Hazard Information
- Janitorial Products Pollution Prevention Project: www.wrppn.org/Janitorial/jp4.cfm
- California Proposition 65 list of carcinogenic and reproductive toxic chemicals: www.oehha.org/prop65/prop65_list/Newlist.html
- EPA Integrated Risk Info System: www.epa.gov/iris/

Hazardous Waste Disposal
To find out how to properly dispose of household and small-business hazardous waste call Metro at 503-234-3000 or visit www.metro-region.org.

ABOUT US

The City’s Office of Neighborhood Involvement (ONI) actively assists citizens of Portland in their efforts to build community and improve the quality of life in their neighborhoods. ONI’s Graffiti Abatement Program works with concerned neighbors, business-owners, and the police to identify, report, and remove graffiti from public and private spaces.
www.portlandonline.com/oni/

DON’T LET GRAFFITI TAKE OVER

1. PREVENT
   - Preventing graffiti reduces citizen fear and improves business patronization and community pride.

2. REPORT
   - Reporting graffiti to the police aids tracking and prosecution of vandals.

3. REMOVE
   - Removing graffiti promptly significantly reduces the chance of reoccurrence. Clearing graffiti safely reduces human exposure to toxic chemicals and prevents environmental degradation.

100% PCW, processed chlorine free paper 07/05
PREVENT

1. Ongoing Upkeep
   Keep your property clean and neat.

2. Promptly Remove Graffiti
   Removal within 24 to 48 hours significantly reduces the chance of reoccurrence. Use graffiti resistant materials or coatings on a chronically “tagged” wall.

3. Control Access & Thru Traffic
   • Incorporate shrubs, thorny plants, and vines to restrict vandal access.
   • Use fences, controlled entrance and exits, rails, and other barriers.
   • Limit access to roofs by moving dumpsters away from walls and covering drainpipes.

4. Step Up Security
   • Add or improve lighting for natural surveillance.
   • Install a security camera.
   • Organize a “Neighborhood/Business Watch.”

5. Work with Neighbors
   Organize a “paint bank” with shared paints and equipment. Refer also to the graffiti removal kits available at some Portland fire stations.

6. Public Art
   • Mount a community mural on a chronically “tagged” wall. Contact the Regional Arts & Culture Council first at 503-823-5111.
   • For glass/plastic windows incorporate etched drawings, photographic transparencies, murals, etc. TriMet’s bus shelter art is a great example!

REPORT

1. Notify the authorities - see below.

2. Identify if it is “tagger” or gang graffiti - check with the police prior to removal if you are unsure.

3. Photograph (digital if available) the graffiti to assist law enforcement in their investigation.

WHO Do I Notify to Report Graffiti?

• Call the Portland Police Bureau’s Graffiti Hotline at 503-823-4TAG (4824).

• Report graffiti online through the City’s Office of Neighborhood Involvement (ONI) website. Include a digital photo of the graffiti if available: www.portlandonline.com/oni/index.cfm?c=32420

• Call 9-1-1 to report graffiti in progress.

• Report graffiti on your own property to the police at 503-823-3333. Without a police report, prosecution is difficult.

WHO Can Help Me Remove Graffiti?

• Graffiti removal kits are available at nine Portland fire stations: 03, 08, 13, 14, 18, 23, 25, 40, and 41. Visit the ONI website for more information and station locations: www.portlandonline.com/oni/index.cfm?c=32420

• For graffiti within the Portland Clean & Safe District, call 503-224-7383 for removal assistance. Visit www.portlandalliance.com to view a district map.

• For free graffiti removal assistance contact the City of Portland Office of Neighborhood Involvement Graffiti Abatement Program at 503-823-5860.

• For graffiti removal on traffic signs, contact City Maintenance Bureau for traffic sign cleanup at 503-823-1703.

WHO Can Help Me Remove Graffiti?

REMOVE

1. PAINTING

• Color Match Paint & Surface
  A patchwork of different colors invites graffiti.

• Choose low/no-VOC paint
  Avoid volatile organic compounds (VOCs), which can irritate the eyes, nose, throat, and skin, and contribute to smog. For information on safer paint visit the Green Seal website: www.greenseal.org.

• Use MetroPaint
  This reblended paint costs up to 50% less. Call 503-234-3000 or visit www.metro-region.org/paint.

2. REMOVING STICKER GRAFFITI

Using a dull blade, scraper, or putty knife can be an easy way to remove stickers without using chemicals.

3. POWER WASHING

Power washing by itself, or with a cleaning solvent, works well on porous surfaces. Also try adding an abrasive such as baking soda to the water to remove a thin layer of the surface, and with it, the graffiti.

4. CHEMICAL/SOLVENT REMOVAL

• Choose Safer Products
  Many graffiti remover products contain ingredients that are toxic, some of which are known carcinogens.

  For a review of “safer” vs. “conventional” graffiti remover products visit www.newdream.org/procure/graffiti.php

• Wear Protective Gear!
  Make sure to check the product’s Material Safety Data Sheet (MSDS) for proper use, storage, and disposal information.
Public Art Mural Guidelines

BACKGROUND

The Public Art Murals Program is a City of Portland program administered by the Regional Arts & Culture Council (RACC) as part of its Public Art Program. New murals are reviewed by the Public Art Advisory Committee (PAAC), a standing RACC committee that is responsible for overseeing the City’s Public Art Program. Committee members include artists, arts advocates and professionals as well as a representative from the City’s Design Commission. The program provides funding for murals that reflect a diversity in style and media and encourages artists from diverse backgrounds and range of experience to apply. Murals approved through this program become part of the City’s public art collection for as long as the Art Easement (see attached form) remains in effect.

ELIGIBILITY AND FUNDING CRITERIA

Eligibility Criteria
Any individual/organization intending to create a mural on an exterior wall that is visible from the public right-of-way, larger than 200 square feet and within the boundaries of the City of Portland must apply for approval through the Public Art Mural Program. If the mural will be 200 sq ft or smaller, the applicant has the option of applying for a sign permit through the City of Portland’s Permit Office, 1900 SW 4th. Not-for-profit organizations may be eligible for a waiver of the sign fee. Sign permits can be downloaded at www.portlandonline.com/bds.

Applicants to the Public Art Mural Program may be:

1. An individual artist or a group of artists (eligible for up to $10,000 in matching funds); or
2. Students enrolled in an art program at a degree-granting institution (eligible for up to $2,500 in matching funds); or
3. A building owner (NOTE: A building owner is required to sign an Art Easement form with the City, agreeing to keep and maintain the mural on the approved site for no less than five years); or
4. A “not-for-profit” organization. This includes registered neighborhood associations, citizen-based groups and organizations with IRS 501(c)(3) status. However, IRS 501(c)(3) status is not required. The definition of a “not-for-profit organization” is an organization whose primary purpose is to serve and to provide general benefit to the public and the organization’s or group’s net earnings are not distributed to those who control it.

Public art murals will not be approved on historic landmarks or in historic districts until RACC and the Landmarks Commission agree upon a review process that best serves the public’s interest in these unique structures and areas. For links to maps of historic districts in Portland, go to http://www.portlandonline.com/planning/index.cfm?c=30429. If a building is a “contributing structure” within an historical district, a mural may not be painted on it.

Funding Criteria
The number of Public Art Murals awarded funding is dependent on the funds available and the number of applicants submitting each year. Applicants/artists may only be funded one time only between the application deadlines of June 1, 2008 and June 3, 2009.

If a mural project does not request public funding, the applicant must still go through the Mural Approval Process outlined on page 3 but does not have to submit a budget.

RACC Info

Applicants are required to meet with RACC staff prior to submitting an application.

Contact:
Peggy Kendellen
Public Art Manager
503.823.4196
pkendellen@racc.org

Deadlines

Wednesdays

August 6, 2008
(for review in September)

February 4, 2009
(for review in March)

May 6, 2009
(for review in June)

June 3, 2009
(for review in July)
Funding Criteria (continued)

1. Public art murals may be:
   a. partially funded with public funds and one-to-one matching with private funds
      either through in-kind or cash donations; or
   b. funded in full by an individual/organization who negotiates with the artist.

2. Funds will be awarded based on review criteria.

3. Applicants requesting funds must match the RACC grant request with a one-to-one match
   of cash or a combination of cash and in-kind contributions. This one-to-one match must be
   reflected on the application budget page.

4. Items not eligible for funding through this program include food, purchase of equipment,
   or staff positions.

MURAL APPROVAL PROCESS

1. Meet with public art staff for initial review of imagery, location, funding and building
   owner’s approval.

2. Submit Public Art Mural Application. Answer all applicable questions in the application.
   Supplementary materials must include 15 copies of color rendering of proposed
   mural, digital images of site and physical surroundings, a project timeline, and other
   materials as agreed upon with RACC.

3. Present the mural proposal to RACC’s Public Art Advisory Committee (see meeting
   schedule on page 2). Meeting notice is sent to applicable neighborhood groups identified
   for regular notification by the City. Following the presentation, a decision is made based
   upon adopted review criteria for public art murals (see sidebar). RACC Board reviews/
   approves recommendations for funding prior to applicant receiving a contract. If proposal
   is not approved, applicant may return to the PAAC for approval after addressing recom-
   mendations.

   After mural is approved by RACC:

4. Building owner provides a notarized signed Art Easement agreement which is then
   signed by the City of Portland and filed with Multnomah County.

5. If receiving public funding, applicant signs agreement with RACC to receive payments.

6. Artist signs form agreeing to terms of Art Easement agreement and waiver of rights
   under the federal Visual Artist Rights Act that would interfere with the performance of
   any rights under the Art Easement agreement.

7. Artist begins mural.

8. Applicant notifies RACC public art staff, and Diana Lee Holuka, City Property
   Manager, at 503-823-6932, of completion of mural.

9. Applicant provides RACC with digital images of completed mural for RACC’s on-line
   gallery of the Public Art Mural Program.
application
Public Art Mural Program

Applicants must submit fifteen copies of completed application on 8.5” x 11” white paper. Application must be either typed (10 point or larger font) or printed clearly.

CONTACT INFORMATION

________________________________________
Lead Artist’s Name

________________________________________
Applicant’s Name (if different from artist)

________________________________________
Applicant’s Mailing Address

________________________________________
City/State/Zipcode

________________________________________
Home Phone                                                    Cell Phone

________________________________________
Email                                                        Website

Funds requested from RACC (refer to funding criteria on p. 2) $_______________

Proposed mural location (street address/intersection) _________________

Project start date:                        Proposed completion date: _______________

Mail/deliver application to:  Public Art Mural Program
                              Regional Arts & Culture Council
                              108 NW 9th, Suite 300
                              Portland, OR  97209

FOR OFFICE USE ONLY

Application Received (month/day/year) ________________________________

Presented to Public Art Advisory Committee (month/day/year) ___________

Deferred    Approved    Not Approved

required supplementary materials

• Resumé of each artist involved in project

• 6 digital images that highlight artist’s original work and best illustrates mural experience

• 15 copies of an image of building within its neighborhood context including the wall on which mural will be painted

• 15 copies of one color image of proposed mural

• Letter of support from building owner including commitment to sign Art Easement Agreement

• History of sponsoring organization (if applicable) including brief narrative, date established and community served

• Letter(s) of support from community and/or surrounding businesses (optional)
1. Briefly describe the proposed mural and its relation to the building, the surrounding neighborhood and the community served by the business/agency where the wall is located.

2. Describe the wall and site where the mural will be located, including size of mural in relation to actual wall size, street/intersection, direction mural will face, physical condition of wall (cracks, leaks, concrete, wood, etc.), and public accessibility.

Applicants are encouraged to ensure the best display conditions for a mural and to avoid locations having unavoidable clutter that would obstruct the mural (e.g., dumpsters). If the wall is not in good condition, additional time and money will be needed to prepare the surface.
3. Briefly describe artist’s experience working in large scale and collaboratively with community groups (if applicable).

4. Briefly describe reason(s) for requesting Public Art Mural Funds.

5. Explain which expenses will be covered by Public Art Mural funds.
### Project Budget

Mark contributions as Confirmed (C) or Projected (P)

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>CONTRIBUTIONS (incl. cash, in-kind)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Artist Fee</td>
<td>$________________</td>
</tr>
<tr>
<td>Assistant(s) Fee(s)</td>
<td>$________________</td>
</tr>
<tr>
<td>Supplies/Materials</td>
<td>$________________</td>
</tr>
<tr>
<td>Documentation</td>
<td>$________________</td>
</tr>
<tr>
<td>(cost of photographing artwork)</td>
<td></td>
</tr>
<tr>
<td>Equipment rental</td>
<td>$________________</td>
</tr>
<tr>
<td>(scaffolding, ladders, etc.)</td>
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<tr>
<td>Liability insurance</td>
<td>$________________</td>
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<tr>
<td>Space rental (if applicable)</td>
<td>$________________</td>
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<tr>
<td>Transportation</td>
<td>$________________</td>
</tr>
<tr>
<td>Installation (if applicable)</td>
<td>$________________</td>
</tr>
<tr>
<td>Other related costs (please list)</td>
<td>$________________</td>
</tr>
</tbody>
</table>

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### Cash Contributions:

- Foundation: $________________
- Business/Corporation: $________________
- Individuals: $________________
- Fundraisers: $________________

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### Total Project Expenses

$________________

### Total Contributions

$________________

### Funds Requested

$________________
ART EASEMENT

THIS AGREEMENT, effective on ______________________ (month/day/year), is between __________________ ("Grantor"), and the City of Portland, an Oregon municipal corporation ("City").

RECITALS

A. The City has adopted a program for the placement of art in and on public and private locations throughout the City of Portland. The Regional Arts and Culture Council administers the City’s art program.

B. Grantor owns the property legally described in Exhibit A (attached hereto and incorporated herein) and is willing to make said property available to the City for the placement of public art, as defined in Portland City Code section 5.74.020c. (hereinafter, “Artwork”). Said Artwork is described in Exhibit B, attached hereto and incorporated herein.

IN CONSIDERATION of the mutual promises and performances set forth below, the parties agree as follows:

1. Grant of Easement. Grantor conveys, grants and warrants to the City, its successors and assigns, an easement for the purpose of installing, maintaining, operating and exhibiting the Artwork described in Exhibit B on and in the real property described in Exhibit A, including any building and structure thereon ("property"). The location of the Artwork shall be as approved by the Regional Art and Culture Council.

2. Term of Easement. This easement shall be for a period of five (5) years from the date of execution. Unless terminated as provided in section 3, below, the easement shall automatically renew thereafter, and shall remain in full force and effect unless and until terminated.

3. Termination.

   a) At the expiration of the five year easement period, the easement may be terminated by either party upon 30 days written notice to the other party. Grantor expressly agrees and warrants that upon expiration, the Artwork shall be removed and the Property restored to its prior condition. Such removal shall occur within 30 days of the termination of the easement, unless this period is extended in writing by the City.

   b) Within the initial five year easement term or at any time thereafter, the easement may be terminated by Grantor with the City’s consent in writing upon Grantor’s showing of any of the following: i) that the property is to be sold and the buyer requires removal of the easement as a condition of the purchase and sale; or ii) that the property is to be refinanced and the lender requires removal of the easement as a condition of the refinancing; or iii) that the property is to be substantially remodeled or altered in a way that precludes continued maintenance of the Artwork; or iv) that circumstances have materially changed and the continued existence of the easement or maintenance of the Artwork substantially impedes Grantor’s reasonable use and enjoyment of the Property. The City shall not unreasonably withhold consent to termination upon Grantor’s satisfactory demonstration of any of the foregoing conditions of termination.

   c) The City may terminate the easement at any time at its sole discretion upon 30 days written notice to Grantor, should Grantor fail to substantially perform Grantor’s obligations under Section 4, below. Should the City elect to exercise this right of termination, Grantor expressly agrees and warrants that the Artwork shall be removed and the Property restored to its prior condition. Such removal shall occur within 30 days of the termination of the easement, unless this period is extended in writing by the City.
4. **Maintenance and Removal of Artwork.** Grantor shall be responsible for maintaining and if necessary repairing the Artwork described in Exhibit B during the existence of the easement. The City may remove the Artwork from the property if, in the sole judgment of the City, the Artwork is being excessively damaged, and Grantor fails or refuses to maintain or repair the Artwork after 30 days written notice from the City requesting Grantor to do so. If the City removes the Artwork from the property, the City will restore the property to its original condition. Alternatively, at the City’s sole discretion, the City may enter upon the property to maintain or repair the Artwork if Grantor has failed to do so after 30 days written notice from the City that the Artwork requires maintenance or repair.

5. **Right of Entry.** The City shall have the right to enter the property described in Exhibit A during normal business hours, and at all other times with advance approval of the Grantor, for any and all of the purposes described in this agreement.

6. **Binding Effect.** The easement granted in this agreement shall run with the land and be binding upon and inure to the benefit of the Grantor and the City, and their respective successors or assigns, and any person or entity acquiring any right, title, or interest in the property.

7. **Contractual Relationships.** Assignment. This agreement does not constitute either party as the agent or legal representative of the other for any purpose whatsoever. The parties are not granted any express or implied right or authority to assume or create any obligation or responsibility on behalf of the other or to bind the other in any manner whatsoever. The parties shall not assign this agreement without the prior written consent of the other.

8. **Notice.** Notice shall be made to the following addresses, unless otherwise provided for in writing:

   **City of Portland**
   City of Portland - Bureau of General Services
   Property Acquisition & Services Manager
   1120 SW 5th Avenue, Room 1204
   Portland OR 97204

   **Grantor**

   **AND**

   Portland City Attorney’s Office
   1220 SW 5th Avenue, Room 430
   Portland OR 97229

9. **Amendments.** The parties expressly reserve the right to modify this agreement, from time to time, by mutual agreement. No modification or amendment of the provisions of this agreement shall be effective unless in writing and signed by authorized representatives of the parties.

10. **Remedies.** The parties acknowledge that breaches of this Agreement will effect substantial harm to the public interest which harm is difficult or impossible to prove as actual damages in an action hereunder. The parties agree that the prevailing party in an action for the breach of this agreement shall be entitled to a) liquidated damages in an amount of $2500 per material breach; b) specific performance of the terms of this agreement, and each of them; c) reasonable attorney’s fees; and d) any other remedies available at law or in equity. The rights under this agreement are cumulative. The failure to exercise on any occasion any right shall not operate to forfeit the right on another occasion. The use of one remedy shall not be taken to exclude or waive the right to use another.

11. **Invalidity of Particular Provisions.** Should any term, provision, condition or other portion of this agreement or the application thereof be held to be inoperative, invalid or unenforceable, the remainder of this agreement or the application of the term or provision to persons or circumstances other than those to which it is held invalid or unenforceable shall not be affected thereby and shall continue in full force and effect.

12. **No Waiver.** No waiver of full performance by any party shall be construed, or operate, as a waiver of any subsequent default or breach of any of the terms, covenants or conditions of this agreement.

13. **Term.** This agreement may be terminated upon delivery of a letter of termination executed by any party, provided that any such letter shall provided for a 180 day period for the Artwork to be removed.
IN WITNESS WHEREOF, the City of Portland, Oregon, has caused this instrument to be executed by its duly authorized representative(s) on ______________________ (date).

CITY OF PORTLAND, OREGON

By: ________________________________________________

(print name of city representative)

(print title of city representative)

IN WITNESS WHEREOF, GRANTOR has caused this instrument to be executed by its duly authorized representative(s) on DATE.

GRANTOR:

By: ________________________________________________

"NAME OF GRANTOR REPRESENTATIVE"

(print name of grantor representative)

(print title of grantor representative)

| STATE OF ________________ )
| County of ________________ ) ss.

This instrument was acknowledged before me on ______________________, 20______ by ___________________________ as ___________________________ of the Grantor.

___________________________________
Notary Public – State of ______________________________
APPLICATION FOR CIVIC USE OF BUILDINGS

NAME OF BUILDING / FACILITY

DATE(S) OF USE

DESCRIPTION OF ACTIVITY FULLY

DAYS(S) OF WEEK

TOTAL ATTENDANCE (PARTICIPANTS AND AUDIENCE) WILL ACTIVITY INVOLVE CONCESSION SALES?

DAYS(S) OF WEEK

FREQUENCY OF USE

WILL A FEE BE CHARGED FOR THIS ACTIVITY?

WEEKLY CHARGE: 

OTHER

INDICATE ACCOMMODATIONS REQUESTED

EQUIPMENT REQUESTED

Fee Payment Information: For non-school sponsored activities

$15.00 PROCESSING FEE IS DUE WITH THE APPLICATION

Rental fees are due no later than 15 days prior to the date of use

Payment by: 

Name on Account: 

Credit Card Account Number: 

Billing Address: 

Expiration date:

I agree to pay all additional costs*, incurred after issuance of this building use permit, associated with my use of the above facility. I give permission for Portland Public Schools to charge these additional costs to the credit card number provided. (*Additional charges: costs associated with extending the hours of use including additional room rental, custodial time and/or faculty representative fees, damage to the facility or equipment, or other costs determined by Portland Public Schools).

Signature 

Date

Terms Of Use

I agree to monitor and control the conduct of persons in and about the building associated with my use and pay for any damage beyond ordinary wear and tear which may occur to this school property as a result of my use. I will carefully inspect the building prior to my use and determine if it is configured and equipped so as to be safe for my use and the persons who will be in the facility because of my use. I further agree that the school property will be used in accordance with rules and regulations of the school and School District, and that I shall defend and hold the School District harmless from and against claims arising from my use of the premises. I understand that the District reserves the right to cancel this permit for school purposes or for other priority reasons. I understand and agree to the terms of use described above and on page 2 of this application.

Signature of responsible adult 

Type or printed name 

Date of application

Address 

City 

State 

Zip Code 

Residence Telephone 

Name of Organization 

Business Telephone 

For School Office Use Only: For school sponsored activities - indicate chartfield to charge overtime

ACCOUNT | FUND | ORG | PROGRAM | SUB-CLS | PRJ | GRT

Approval Signature: Submit application to building administrator - applications not signed will be returned

X

X

Building Administrator/Principal 

Date

Other Authorization, if required 

Date

Send signed application with application fee/payment to:

Civic Use of Buildings - PO Box 3107 - Portland, OR 97227-3107

Phone: 503-916-3268 - Fax: 503-916-3182

For Central Office Use Only

X

Application fee paid 

Application returned for approval signature

X

Application returned for application fee 

Rental fees paid 

Amount paid 

Permit Number

X

Signature Date

Terms Of Use

I agree to monitor and control the conduct of persons in and about the building associated with my use and pay for any damage beyond ordinary wear and tear which may occur to this school property as a result of my use. I will carefully inspect the building prior to my use and determine if it is configured and equipped so as to be safe for my use and the persons who will be in the facility because of my use. I further agree that the school property will be used in accordance with rules and regulations of the school and School District, and that I shall defend and hold the School District harmless from and against claims arising from my use of the premises. I understand that the District reserves the right to cancel this permit for school purposes or for other priority reasons. I understand and agree to the terms of use described above and on page 2 of this application.

Signature of responsible adult 

Type or printed name 

Date of application

Address 

City 

State 

Zip Code 

Residence Telephone 

Name of Organization 

Business Telephone 

For School Office Use Only: For school sponsored activities - indicate chartfield to charge overtime

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I agree to monitor and control the conduct of persons in and about the building associated with my use and pay for any damage beyond ordinary wear and tear which may occur to this school property as a result of my use. I will carefully inspect the building prior to my use and determine if it is configured and equipped so as to be safe for my use and the persons who will be in the facility because of my use. I further agree that the school property will be used in accordance with rules and regulations of the school and School District, and that I shall defend and hold the School District harmless from and against claims arising from my use of the premises. I understand that the District reserves the right to cancel this permit for school purposes or for other priority reasons. I understand and agree to the terms of use described above and on page 2 of this application.
CIVIC USE OF BUILDINGS - PROCEDURES AND REGULATIONS

APPLICATION PROCESS - The use of Portland Public Schools' facilities must be requested by written application. Applicants must be at least 18 years old and agree to all conditions of use. Sections 1 - 4 must be completed entirely - incomplete applications will be returned. Signed applications and the $15.00 application fee must be received in the Civic Use of Buildings office not less than 20 days prior to the date of requested use. A use of building permit will be issued upon payment of all applicable fees.

SECTION 1 - FACILITY USE INFORMATION
Complete all portions of Section 1 - describing the activity fully.
Hours Of Use - All activity participants must comply with the hours of use and vacate the facility at the time noted on the permit. Additional time will result in an additional fee assessment.
Accessibility - Not all areas of all buildings are ADA accessible. It is the responsibility of the applicant to inquire at the site to determine accessibility of both the building and the specific area requested for the activity.
Safety Awareness - The permit holder and those working with the activity should familiarize themselves with the fire exits and location of fire extinguishers. Exits must not be blocked. Chairs and tables should not exceed the limits of the space and should not be placed in aisles or doorways. If extension cords are used they must not pose a safety hazard that would cause someone to trip or fall.
Cafeteria Use - If kitchen facilities, for the purpose of preparing or heating food, are requested a Nutrition Services employee must be on site to supervise the use of the equipment. The Nutrition Services department will assess separate fees.
Limitations - Alcohol, drugs, tobacco, gambling, and weapons are not permitted in the school buildings or on school grounds. Food and beverages are allowed only in designated areas. Food is not allowed in school gyms, auditoriums, or computer labs. Advertising or sale of merchandise in school buildings or on the school grounds is prohibited. District facilities may not be used for commercial purposes. Schools may not be used for public dances; dances are limited to those sponsored by the school.

SECTION 2 - FEE PAYMENT INFORMATION
Application Fee - A $15.00, non-refundable, application fee is required for nondistrict activities and must accompany the application - otherwise the application will be returned. Rental Fees will be assessed for all activities that are not an extension of the school program. Fee information can be obtained by contacting the Civic Use of Buildings office at 503-916-3268 or 503-916-3156. An invoice will be mailed to the applicant. Payment, in full, must be made upon receipt of the invoice. Facility reservation is not guaranteed until the invoice payment has been submitted to the CUB office.
Credit Card Payment - The $15.00 application fee and the rental fees may be paid by VISA, MasterCard, or VISA debit card.
Cancellation By User Groups - Notice of cancellation must be made to the Civic Use of Buildings department at least 10 business days prior to the event. A $50.00 refund processing fee will be retained. An additional 10% of the rental fee will be retained if notice of cancellation is less than 10 business days prior to the activity. 100% of the rental fees will be retained if notice of cancellation is less than 24 hours prior to the activity.
Cancellation By Portland Schools - If cancellation by the school district is necessary due to a school activity; CUB staff will contact the permit holder. Cancellation will be made at least 5 days prior to the activity. Every effort will be made to relocate the activity. Rental fees will be refunded if the activity cannot be moved to another location.
Building Use Permit - A CUB permit will be issued upon payment of the invoice - the permit must be presented at the facility at the time of the activity. Changes to the permit will require a new application approved by the building administrator and a $15.00 application fee.

SECTION 3 - TERMS OF USE
Supervision - The applicant agrees to supervise and accept responsibility for the activity and conduct of all participants in compliance with school district regulations/conditions of use listed on pages 1 & 2 of this application. In the absence of a school administrator, the custodian has authority to enforce compliance with the regulations.
Liability - The applicant agrees, by signature, to assume liability for damages that occur as a result of the activity. Damage costs will be billed to the permit holder.
Violations - of building use procedures will be subject to cancellation of the use permit and restriction of future use.

SECTION 4 - SCHOOL SPONSORED ACTIVITIES
Indicate school/program/grant chartfield to be charged if custodial overtime occurs as a result of a school sponsored activity.

SECTION 5 - AUTHORIZATION
The building administrator must approve and sign the application. Unsigned forms will be returned.

SECTION 6 - SUBMITTING THE APPLICATION
The signed application and the $15.00 application fee must be submitted to the Civic Use of Buildings office at least 20 days prior to the requested use.
EXISTING PROGRAMS FOR YOUTH

MENTORING PROGRAMS:

REAP (REACHING AND EMPOWERING ALL PEOPLE)

REAP was incorporated in Spring of 2001 as an outgrowth of a school-based mentoring effort between students and community volunteers dating back to 1997 at Jefferson High School. The REAP program works with at-risk 9th through 12th grade students. Students enroll in either the leadership program (Solutions) or the dropout prevention program (Reflections).

GET INVOLVED!

Volunteers can mentor and tutor students, assist with grant writing and other research, assist with special projects such as events and conferences, or even sit on the Board of Directors. Sign up to volunteer at: http://www.reapusa.org/documents/Volunteer_Application.pdf

CONTACT:

Mark Jackson, Executive Director
503-341-6161
markj@reapusa.org

P.O. Box 3442
Portland, OR 97208
http://www.reapusa.org

URBAN LEAGUE OF PORTLAND

The Urban League offers a variety of services including academic support, mentoring programs, and career awareness and internships. The Education and Youth Development Program (EYDP) provides math and literacy tutoring to 6th through 10th grade students. This program currently works with students at Jefferson High School.

The National Urban Leagues Incentives to Excel and Succeed (NULITES) mentoring program connects at-risk students with professional adult role models that will provide on-going support and guidance. NULITES promotes academic achievement, leadership development and career awareness among African American high school students in the Portland Public School system.

The Career Awareness and Internships program connects high school students to employers for 60-hour internships in the public and private sectors. The project offers a comprehensive support program for students, with career counseling and help with course selection. Currently the Urban League is partnering with the Bureau of Land Management, U.S. Forest Service, the Youth Employment Institute, and Oregon State Parks. Fifteen youth
ages 14-15 are currently taking advantage of this program and the Urban League is developing a program for youth 16 and older.

**Intergenerational Projects:** This project allows youth and seniors opportunities to exchange ideas and information in an effort to better understand each other and work together. One program involves youth interviewing seniors about their life. The Urban League is currently developing more programs to provide intergeneration opportunities.

**GET INVOLVED!**

For all Urban League programs contact:  
Howard Moriah  
503-280-2600 (or 2642)  
hmoriah@ulpdx.org

10 N Russell St  
Portland, OR 97227  
[http://ulpdx.org/youth_programs.html](http://ulpdx.org/youth_programs.html)

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**TRILLIUM FAMILY SERVICES**

The *Family of Friends* program matches volunteer families with 6- to 9-year-old children in need of additional caring and safe mentoring relationships. Mentoring families welcome a child into their life a few times a month for a year. The mentor child is included in the natural everyday activities of your family. The mentoring family becomes a source of support and encourages a child's positive growth and development.

**CONTACT:**  
Family of Friends  
503-813-7724  

3415 S.E. Powell Blvd.  
Portland, OR 97202

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**START MAKING A READER TODAY (SMART)**

SMART partners with hundreds of schools statewide to deliver proven literacy support to children from Kindergarten to 3rd grade. Teachers recommend students for participation in the program, which complements the school’s curriculum. [Humboldt School is a SMART Site.](http://www.getsmartoregon.org/getinvolved/volunteer/documents/PositionDescriptions.doc)

**GET INVOLVED!**

Currently there is a need for SMART Volunteers at Humboldt School. Read the Volunteer Position Descriptions ([http://www.getsmartoregon.org/getinvolved/volunteer/documents/PositionDescriptions.doc](http://www.getsmartoregon.org/getinvolved/volunteer/documents/PositionDescriptions.doc)) and Sign up to volunteer at:  
[http://www.getsmartoregon.org/getinvolved/volunteer/opportunities.html](http://www.getsmartoregon.org/getinvolved/volunteer/opportunities.html)
CONTACT:
Lynette Yasuda, Program Manager, Multnomah County
503-937-4809
lyasuda@getsmartoregon.org
219 NW 12th Ave # 203
Portland, OR 97209

METROPOLITAN FAMILY SERVICES
MFS invests in individuals and families that struggle with the many barriers associated with cultural and economic disparities including – inadequate education, health issues, isolation, unemployment, and poverty.

The Foster Grandparent program matches low-income seniors with special-needs children. Volunteer seniors provide tutoring for math and literacy, mentoring, and emotional and physical support.

The Experience Corps program serves low-income and special-needs children. Volunteer adults provide tutoring and mentoring, academic support, recreational activities, family literacy, English language tutoring, and music and art programs.

GET INVOLVED!
Register online for a variety of volunteer positions including After School Activity Leader, Experience Corps member, or RSVP volunteer (share your expertise in rewarding jobs with people of all ages). For additional information about volunteering, contact MFS at volunteer@metfamily.org or 503-232-0007 ext. 105.
http://www.metfamily.org/volunteer.htm#Children%20&%20Families

CONTACT:
503-249-8215 ext. 17
Foster Grandparent: fgp@metfamily.org
Experience Corps: ec@metfamily.org.
http://www.metfamily.org/services.htm
1808 SE Belmont Street
Portland, Oregon 97214

FRIENDS OF THE CHILDREN
This non-profit organization provides at-risk children with intensive and long-term mentors. Children are identified in kindergarten and guided through high school graduation. Friends engage in activities with our children that foster social and emotional development, making positive choices and school success, as well as nurture each child’s passions and talents. The Creating Higher Options in Careers and Education (CHOICE) program consists of a series of workshops and experiential learning opportunities in conjunction with community partners to assist 9th through 12th graders in developing life skills, job skills, and college preparation. A Summer Internship program also provides
program youth with career related skill-building workshops and internship placements at local non-profits and businesses.

Humboldt School is a partner school from which children are initially selected.

GET INVOLVED!
Take a look at Friends of the Children’s wish list and donate supplies: http://www.friendsofthechildren.org/portland/wishlist.html
In addition, volunteers are always needed for events support and administrative assistance.

CONTACT:
pdxinfo@friendsofthechildren.org
44 NE Morris Street
Portland, OR 97212-3015
503-281-6633
http://www.friendsofthechildren.org/portland/

BIG BROTHERS BIG SISTERS – COLUMBIA NORTHWEST
This organization strives to help youth achieve their potential through positive adult relationships. Just by sharing experiences, celebrating accomplishments, and listening to a child’s concerns, a Big Brother or Big Sister can make a difference to a child. Research shows that compared to peers, children who met with their Big Brothers or Sisters for at least one year were less likely to start using drugs, start drinking, act violently, and skip school.1

Big Brothers Big Sisters Columbia Northwest aims to increase the number of Latino volunteers and Latino youths matched with a Big Brother or Sister through the Latino Mentoring Initiative program.

GET INVOLVED!
Be a Big Brother or a Big Sister!
http://www.bbbsnorthwest.org/volunteer.html
Heath Berg
503-249-4859
heath.berg@bbbs.org

CONTACT:
1827 NE 44th Ave., Suite 100
Portland, OR 97213
503-249-4859
http://www.bbbsnorthwest.org/services.html

1 http://www.bbbsnorthwest.org/who.html
AFTER SCHOOL PROGRAMS:

BOYS & GIRLS CLUBS OF METRO PORTLAND

All of the Boys & Girls Clubs in Portland have a games room, where kids can learn to play pool, foosball and other interactive social and recreational games; a gym, in which youth have the opportunity to try their hand at new sports or be part of organized leagues in flag football, basketball and soccer; an Art Room, where youth have the opportunity to try fine arts, learn about famous artists, get messy with creative projects or experience photography first hand; a Learning Center, where kids can learn to use computers, learn safety while using the internet, read a book or get assistance with their homework. Right outside the Humboldt Neighborhood, the Blazers Club is the largest in the organization. With a Kids Café kitchen, a full gym and an OMSI science education center, this location provides a variety of after school and summer programs for youth ages 6–18.

GET INVOLVED:


CONTACT:

Blazers Club
5250 NE Martin Luther King Jr. Blvd.
Portland, OR 97211
503-282-8480

ETHOS MUSIC CENTER

Ethos believes that every child should have the opportunity to make music. This non-profit was established in 1998 by Charles Lewis in direct response to budget cuts that limited music education in public schools. Ethos provides free after school music classes for students in grades 4 and above at Humboldt School.

CONTACT:

10 N. Killingsworth Street
Portland, OR 97217
503-28-ETHOS (3-8467)
info@ethos-inc.org
http://www.ethos.org/
The Girls Inc. School-Based Program offers research-based, gender-specific curricula that provides girls with the tools, confidence, and knowledge to reach their limitless potential. The After School "Girls Only Time" focuses on healthy relationships, bodies, futures, and fun. This weekly program is offered at Humboldt School.

Girls Inc. also has a mentoring program where facilitators meet with individual girls during the school day to provide mentorship and support for social and academic success. This program is offered at the Harriett Tubman Academy at Jefferson High School.

GET INVOLVED!
Contact Shawna Chambers about volunteering in Humboldt.
shawna@girlsincnworegon.org

CONTACT:
1233 SE Stark
Portland, OR 97214
503-230-0054
girlsincnworegon.org

LifeWorks NW provides transition support for at-risk middle schoolers, programs that get parents involved in schools and after-school programs in low-income housing communities. The North Albina site focuses on mental health counseling for African-American youth

LifeWorks NW also partners with the House of Umoja (just outside the Humboldt Neighborhood) to provide an after-school program. The House of Umoja provides tutoring, games and food for youth after-school until 6pm. This organization reaches out to at-risk and minority youth.

CONTACT LIFEWORKS NW:
4925 N. Albina Ave
Portland, OR 97217
503-548-4922

HOUSE OF UMOJA
1626 NE Alberta St
Tina Glover – Program Manager
503-282-3296

NAYA Family Center provides academic and social opportunities to Grade School, Middle School and High School American Indian and Native Alaskan students to help them reach
their full potential through academically rigorous learning opportunities and culturally specific programming.

GET INVOLVED!
Currently NAYA is looking for: soccer coaches, evening programming assistance, lunchtime hosts, teaching assistants and more:
http://www.nayapdx.org/about/volunteering.php

CONTACT:
NAYA Family Center
503-288-8177
5135 NE Columbia Blvd.
Portland, OR 97218
http://www.nayapdx.org/

OPEN MEADOW
Open Meadow successfully re-engages disconnected youth in their education, providing academic and support services to those at high risk of dropping out of school. Their Career Services Department works with youth to reach their long-term career goals by providing access to advanced employment and educational opportunities focused training, and comprehensive support. The program focuses on assisting low-income youth from middle school through the age of 24. Most Career Services participants are enrolled in one of Open Meadow's core school-based programs, but youth from all around Portland are welcome to apply for admission into Career Services.

CONTACT:
Nicholas Knudsen, Career Services Director
7633 N. Wabash Ave
Portland, OR 97217
503-488-5165
http://www.openmeadow.org/open/meadow/schools/C113/

PORTLAND OPPORTUNITIES INDUSTRIALIZATION CENTER/ROSEMARY ANDERSON HIGH SCHOOL
Portland OIC reconnects alienated at-risk youth affected by poverty, family instability and homelessness with high school education and work training programs. Through their Work Training Program, POIC provides tours and seminars, mentoring, internships and paid work by partnering with local business advocates. POIC places 70 students in internships each year.

CONTACT:
717 N Killingsworth Ct
For more information on the internship program:
SELF ENHANCEMENT, INC.

SEI provides in-school services such as mentoring and tutoring at both Humboldt School and Jefferson High School. The *Youth Program* offers support to youth, ages 8 – 25, during the school day, after school, on weekends, and during the summer.

SEI also provides an *After School Program* at their Center for Self Enhancement at Unthank Park. This program is structured into periods, which include homework tutorials, enrichment classes, performing arts and computer electives, and recreation. In the summers they provide six weeks of activities to over 700 students. These activities include academic classes taught by Portland Public School teachers, the opportunity to attend music camp at Portland State University, visits to museums, dramatic performances and art exhibits, and summer internships and jobs for SEI high school students.

GET INVOLVED!

Contact Brad Millay
503-249-1721 x263
bradm@selfenhancement.org

CONTACT:
3920 North Kerby Avenue
Portland, OR 97227
http://www.selfenhancement.org/academicenrichment.asp

TEARS OF JOY THEATER

The Tears of Joy Theater After School Arts Outreach Program, *Higher Stages*, provides under-served, disadvantaged youth with the experience of working with professional artists in the crafting and performance of art. The program addresses the social, emotional and educational development of at-risk students through the performing arts. Classes help youth to develop self-esteem, self-confidence, and discipline. Great importance is placed on learning to respect and value people of different cultural, racial and ethnic backgrounds.

CONTACT:
Tears of Joy Theatre-Arts Outreach
323 NE Wygant Street
Portland, OR 97211
503-248-0557
http://www.tojt.com/afterschool_programs.html
Outreach Efforts

In the past 4 years, there have been two major engagement efforts in the neighborhood. The first was organized by Our United Villages, a non-profit community outreach organization here in North Portland. The second was a short residents’ survey created by the Humboldt Neighborhood Association. The general results of both of these efforts are listed below.

<table>
<thead>
<tr>
<th>Our United Villages</th>
<th>Humboldt Neighborhood Association</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results</strong></td>
<td><strong>Results</strong></td>
</tr>
<tr>
<td>• Community safety concerns</td>
<td>• Respondents optimistic about neighborhood</td>
</tr>
<tr>
<td>• Desire activities for youth</td>
<td>• Strong willingness to help out</td>
</tr>
<tr>
<td>• Interest in neighborhood healthcare</td>
<td>• Addressed need for youth activities</td>
</tr>
<tr>
<td>• Want more good, local jobs</td>
<td>• Wanted slower traffic</td>
</tr>
<tr>
<td>• Interest in neighborhood clean-up</td>
<td>• Interested in neighborhood clean-up</td>
</tr>
<tr>
<td>• Want better education opportunities</td>
<td>• Would like a new grocery store</td>
</tr>
<tr>
<td>• Want more neighborhood events</td>
<td>• Concerned about nighttime safety</td>
</tr>
<tr>
<td>• Want to help bring more residents together</td>
<td></td>
</tr>
</tbody>
</table>
COMMUNITY LISTENING SESSIONS

Tuesday March 3rd, 7 pm
Humboldt Gardens

Monday March 9th, 7 pm
Northeast Coalition of Neighborhoods

The community listening sessions bring community members together to discuss neighborhood issues and ways to get the community involved. All are welcome and encouraged to attend.

What’s going on at the event?

- A community discussion where you can share your concerns facing the Humboldt neighborhood.
- Help identify neighborhood challenges and brainstorm solutions
- Share ideas on how to engage the community.
- Ask questions.
- Meet and re-connect with neighbors.
- Invite other community members.

Refreshments will be served.

TUES, MARCH 3RD

Time: 7 pm
Humboldt Gardens
Opportunity Ctr. (west side)
5033 N Vancouver Ave.

MON, MARCH 9TH

Time: 7 pm
Northeast Coalition of Neighborhoods (NECN)
4815 NE 7th Ave
(NE Wygant & 7th Ave.)

Website: www.mosaicpdx.com

Facilitated by Mosaic Planning

For questions or comments,
Contact Sara Bedinghaus
mosaicplanning@gmail.com
What’s Happening
The Humboldt Community is getting together to establish their priorities and look at new ways to get involved in the neighborhood. By discussing your hopes, desires, questions and concerns for the neighborhood, together you will develop a plan to make a difference and support your community. Whatever the issue of concern may be, the Humboldt Speaks effort is to find ways for the neighborhood to address it.

Who we are
We are five volunteer graduate students working to help Humboldt grow into a stronger and more involved community that represents the entire neighborhood and all its interests. You can call our team Mosaic Planning.
Community Workshop

Come help decide how to shape the Humboldt community so that it can better address the issues that concern you!!

For questions or comments, contact: mosaicplanning@gmail.com or visit our website: www.mosaicpdx.com

Humboldt Speaks

Tues, April 7th
Time: 7pm
Humboldt Gardens Opportunity Ctr.
5033 N Vancouver
Vancouver Entrance

Sat, April 11th
Time: 3:30pm
Humboldt Gardens Opportunity Ctr.
5033 N Vancouver
Vancouver Entrance

www.mosaicpdx.com
Humboldt Speaks Community Workshops
Submitted by Sentinel News Service on Tue, 04/14/2009 - 7:40am.

Here's an interesting concept in action: PSU Urban Planning grad students facilitate meetings with residents of the Humboldt neighborhood to talk about the area's future in the face of shifting demographics, business, and school enrollment. Read on to learn more about Humboldt Speaks, and/or attend the first meeting tonight at Humboldt Gardens.

A series of discussions about the Humboldt neighborhood, Tuesday, April 7 at 7pm. and Saturday, April 11 at 3:30pm. Humboldt Gardens (5033 N Vancouver Ave).

The purpose of these events is to identify shared concerns about the future of the Humboldt neighborhood. The events are hosted by Mosaic Planning, a group of five volunteer graduate students from Portland State University's School of Urban and Regional Planning. "We are inviting all Humboldt community members to attend one of our interactive sessions to voice their personal concerns, hopes, and ideas for the future of the community," said Morgan Masterman of Mosaic Planning. Mosaic Planning is working with the Humboldt community to make sure a large and diverse group of voices are heard.

"Humboldt is at a crossroads, facing rapid changes in housing, demographics, business, school enrollment, and much more. As planning students, we want to help guide the Neighborhood Association to make sure that all viewpoints in the neighborhood are represented. We want to help the neighborhood embrace change while maintaining and respecting the area's history and character," said Nakia Urras of Mosaic Planning explained.

Two "listening sessions" were hosted in March, at which 22 community members discussed their concerns for the neighborhood. These conversations explored issues like crime, safety, education, changing demographics, environmental concerns, economic development, and opportunities for youth.

The goal of the upcoming April workshops is to build off these initial conversations and involve a very large and diverse group of neighbors. The workshops will engage neighbors in quick, interactive activities designed to collect ideas and solutions to address the future of the Humboldt community.

Community Workshop Dates:
- Tuesday, April 7 at 7pm, Humboldt Gardens (5033 N Vancouver Ave)
- Saturday, April 11 at 3:30pm, Humboldt Gardens (5033 N Vancouver Ave)

Final Presentation of the Humboldt Action Plan approximately May 27 (event TBA)

Following the workshops, Mosaic Planning will review the plan and present an action plan aimed at increasing cooperation and empowering community members to address these concerns. The plan will be presented to those who participated in the community events, the community as a whole, and finally passed on to the Humboldt Neighborhood Association to coordinate implementation. The final plan will be presented at the last meeting in May. Please contact Sara Bedingham on behalf of Mosaic Planning at mosaicplanning@gmail.com with questions or concerns. More information can be found at www.mosaicplanning.com. She can also be reached at 513-910-7233.

Source: http://www.portlandsentinel.com/?q=node/4378
Community News Briefs & Events: Portland

Humboldt Speaks
Humboldt Speaks, a series of discussions about the Humboldt neighborhood, will take place on April 7 and April 11 at the community room in Humboldt Gardens. The purpose of these events is to identify shared concerns about the future of the Humboldt neighborhood. The events are hosted by Mosaic Planning, a group of five volunteer graduate students from Portland State University’s School of Urban and Regional Planning.

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Humboldt Speaks Community Workshops - Printable Version - April 6, 2009

Portland, OR, 3/31/2009 - Humboldt Speaks, a series of discussions about the Humboldt neighborhood, will take place on April 7 and April 11 at the community room in Humboldt Gardens. The purpose of these events is to identify shared concerns about the future of the Humboldt neighborhood. The events are hosted by Mosaic Planning, a group of five volunteer graduate students from Portland State University's School of Urban and Regional Planning. "We are inviting all Humboldt community members to attend one of our interactive sessions to voice their personal concerns, hopes, and ideas for the future of the community," said Morgan Masterman of Mosaic Planning.

Mosaic Planning is working with the Humboldt community to make sure a large and diverse group of voices are heard. "Humboldt is a crossroad, facing rapid changes in housing, demographics, business, school enrollment, and much more. As planning students, we want to help guide the Neighborhood Association to make sure that all viewpoints in the neighborhood are represented. We want to help the neighborhood embrace change while maintaining and respecting the area's history and character," Nikolaj Urvan of Mosaic Planning explained.

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- Final Presentation of the Humboldt Action Plan
  - Approximately May 27 (event TBA)

Following the workshops, Mosaic Planning will write and present an action plan aimed at increasing cooperation and empowering community members to address these concerns. The plan will be presented to those who participated in the community events, the community as a whole, and finally passed on to the Humboldt Neighborhood Association to coordinate implementation. The final plan will be presented to the last week in May.

Please contact Sara Bedinghaus on behalf of Mosaic Planning at mosaicplanning@gmail.com with questions or concerns. More information can be found at www.mosaicpx.com. She can also be reached at 503-910-7233. A PDF press release of this message is attached for distribution and print.

Source: http://www.portlandonline.com/ONI/index.cfm?a=238867&c=29385
Humboldt Speaks
Community

Date: 
Venue: Humboldt Gardens

Address: 
5033 N. Vancouver Ave.
Portland, OR 97217

Description:
Two series of discussions about the Humboldt neighborhood: community members are invited to share their ideas and concerns.

Event Info
Ticket Price: 
Free
Ticket Phone: 
mossipplanning@gmail.com

Event Website:
Click here

Source: http://www.oregonlive.com/events/index.ssf/et-event/128131/20090411-humboldt-speaks
Live From Humboldt!
Click on the banner to check the latest weather report from the Humboldt School roof top. Our WeatherBug station can also be seen on KOIN Local 6 News

WeatherBug
Your Weather Just Got Better.

Read the COMET online - Just Click

A Word from the Principal
We have now begun the last trimester of school. We are completing our second round of state testing and have one more opportunity which will begin in late April continuing into May. As the days get warmer (which I hope is soon) and we get closer to the end of the year, students can become anxious, excited, and sometimes forget school rules. We need parents to work with us to continue to maintain a safe academic environment. Please remind your son/daughter of the importance of being at school everyday, on time and focused on learning.

Jamila Williams

Neighborhood Announcements
Livability Survey
Come one, come all! Residents of the Humboldt community, students, parents, teachers and the Humboldt Neighborhood Association are all invited to learn a new skill! Earn a certificate on Door Knocking 101! Come to Humboldt School and be trained to go door to door with a community livability survey for your neighbors. Debriefing will take place back at the school.

When: Saturday, April 4th starting at 10:00 am and ending at 2:00 pm
Where: Humboldt School gym. Breakfast, snacks and lunch will be provided!
For more information or to RSVP call Jen Williams at the Office of Neighborhood Involvement at 503/823-5827.

Humboldt Speaks
Come help decide how to shape the Humboldt community so that it can better address the issues that concern you!

When: Tuesday, April 7th at 7:00 pm and Saturday, April 11th at 3:30 pm
Where: Humboldt Gardens Opportunity Center, 5033 N Vancouver, Vancouver entrance

It’s your neighborhood, get involved!

Humboldt School is a Demonstration Site
The State of Oregon recognizes Humboldt for its success in Reading

Important Notice
The Silent Auction has been cancelled. We will try again next year.

If you have any questions, contact Jamila Williams, principal, at 503-916-5468

Source: http://humboldtnewspx.org/
Humboldt Speaks - Community Workshops April 7th and 11th

By admin

Humboldt Speaks, a series of discussions about the Humboldt neighborhood, will take place on April 7 and April 11 at the community room in Humboldt Gardens. The purpose of these events is to identify shared concerns about the future of the Humboldt neighborhood. The events are hosted by Mosaic Planning, a group of five volunteer graduate students from Portland State University’s School of Urban and Regional Planning.

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Community Workshop Dates

Tuesday, April 7 at 7pm. Humboldt Gardens (5033 N Vancouver Ave)

Saturday, April 11 at 3:30pm. Humboldt Gardens (5033 N Vancouver Ave)

Following the listening sessions and workshops, Mosaic Planning will write and present an action plan aimed at increasing cooperation and empowering community members to address these concerns. The plan will be presented to those who participated in the community events, the community as a whole, and finally passed on to the Humboldt Neighborhood Association to coordinate implementation. The final plan will be presented the last week in May.

This entry was posted on Sunday, April 5th, 2009 at 7:51 AM and is filed under Humboldt Vision Project, Meetings, Neighborhood News. You can follow any responses to this entry through the RSS 2.0 feed. You can leave a response, or trackback from your own site.
Thanks for coming to Humboldt Speaks!

Thanks, everyone, for coming out and talking about your concerns for the Humboldt community! We appreciate you taking time out of your weekend to come talk to us. We will be sending summaries of the discussions shortly. We'll be using what you told us to put together an action plan for getting stuff done in the neighborhood.

Stay tuned for more info about the release of our report and recommendations.

If you were unable to make it, please click the link on the right side of the page to tell us your thoughts about the neighborhood. You can remain anonymous if you prefer. Or, you can email us directly at mosaicplanning@gmail.com.

Thanks again!

POSTED BY MOSAICPDX AT 1:19 PM · 0 COMMENTS

Hey Humboldt! We hope to see you out tonight at the first of two opportunities to voice your concerns about the future of your neighborhood. Come out, meet your neighbors and tell your story.

Here's what the Sentinel is saying:

http://www.portlandsentinel.com/?q=node/4379

POSTED BY MORGAN AT 5:53 PM · 0 COMMENTS

Source: http://www.mosaicpdx.com/
Humboldt Speaks Documents - provided by Mosaic Planning

Download Event Flyers and Summaries

- press_release.doc  69k - Apr 1, 2009 9:42 AM by Mosaic Planning PDX [v1]
- HumboldtSpeaks_flier.pdf  253k - Apr 1, 2009 9:39 AM by Mosaic Planning PDX [v1]
- Press Release about the Humboldt Speaks project and upcoming events
- Quartersheet flyers for the Community Workshops. FEEL FREE TO PASS OUT TO YOUR NEIGHBORS!
- MeetingNotes_HumboldtSpeaks_3-9-09.doc  52k - Apr 1, 2009 9:37 AM by Mosaic Planning PDX [v1]
  Listening Session #2 Meeting Notes
- MeetingNotes_HumboldtSpeaks_3-3-09.doc  46k - Apr 1, 2009 9:37 AM by Mosaic Planning PDX [v1]
  Listening Session #1 Meeting Notes
- workshop_survey.doc  38k - Mar 10, 2009 11:20 PM by sara bedinghaus [v1]
  Showing 6 files from page Mosaic files

Mosaic Community Calendar

Source: http://sites.google.com/site/mosaicpdxproject/
Humboldt Speaks
Listening Session #1 Meeting Notes
Tuesday, March 3, 2009

Introductions
- Pastor Andrew Brown
  - Bethesda Christian Church
  - Used to work at Humboldt grade school
- Pastor Bailey
  - Bethesda Christian Church
  - From Atlanta, 8.5 years in PDX
- Linda Hunter
  - Our United Villages
  - Lived in Portland 47 years, worked in community for 7 years
- Callie
  - Resident of Humboldt Gardens
- Clifford Walker
  - Went to Jefferson, lived in neighborhood for over 55 years
- Jean
  - Works on Williams at East Multnomah Soil and Water
  - Wants to learn more about neighborhood
- Ronnie Grand
  - Lives in Humboldt Gardens, lived in PDX 8 years
- Carol Brunoe
  - Resident of Humboldt Gardens
- Myriam D
  - Community builder at Humboldt Gardens
- Virginia
  - Resident of Humboldt Gardens with 4 kids
- Nikolai – introduce himself, we introduce ourselves
- Mark- why we’re here
- Linda spoke about OUV outreach in 2005
- Nikolai- guidelines
  - Linda added there are no limits to thinking about possibilities

Discussion
- What’s important to you in the neighborhood?
- What are the most important issues facing the community?
  - Safety
    - In your home
    - Walking the streets
    - Traffic control
    - Rights to protect your property
  - Signs and symbols of racial hate removed
    - Community maintains a memorial of slave trader- Jefferson, insulting, old racial traditions still continue
• Heard at NECN Black History celebration
  ▪ Reminder of promise made by PCC to provide education for the children and households that had been displaced by the expansions
  ▪ Issues still bubbling up
  ▪ Not sure if that promise was satisfied
  ▪ Was a mitigation plan working with HNA
    • How can that move forward?
  ▪ What are some things you would change, how can the community be improved
    • Crime rate
    • To be aware and not afraid, if you suspect drugs speak up
      ▪ Police can’t even keep control of drug use
      ▪ If you see it you should report it
    • Pastor Brown used to work at police comm. relations, did neighborhood watch, very important and useful avenue that needs to be re-established, don’t know if it exists in the neighborhood
      ▪ Especially with downturns and lack of money available to police dept
      ▪ City looking for help, neighborhood watch, all of us are part of neighborhood as eyes and ears, better able to focus the police to hot spots
    • Clifford used to be HNA comm. liaison, community space,
    • Police officers are drug free- willing to test
    • Sign in street – children playing
      ▪ Visitors don’t care about the people who live here, drive fast, not watching for kids
    • Children unsupervised - fighting
    • It takes a community- everyone should be able to watch and protect
    • When people say things at meetings, they don’t show up in minutes, discouraged from participating, what you say looks meaningless, planning is going to go on without you
      ▪ Ex- Jefferson HS, took name change proposal to HNA, but effort was stopped
      ▪ Come to meetings, voice concerns, get written down but for whatever reason powers that be don’t see fit to put them on agenda or further them
      ▪ Undercurrent that you don’t hear about, then all of a sudden things have changed (Emanuel hospital, PCC promise)
      ▪ Traffic from Rose Garden impacts neighborhood, promised lots of jobs, but never seen
    ▪ Why do we come to these meetings
      • Hopefully HNA will learn something from these discussions
      • Leadership of HNA has an agenda, turns away a lot of people
        o HNA doesn’t address issues I care about- why keep coming back
  ▪ What should be preserved?
    • Development of community schools – grade school, HS and college
      ▪ Humboldt is a mecca for education
    • Preserve the vibrant diversity of community
      ▪ How do you sustain that
Amazed at what’s here, non-profits, CIO having amazing activities, churches

If you imagine neighborhood in 10 years, what would you see? If community organized around issues, how would it be different?
  - Parents – know each other
  - Safer for kids
  - Would like to see jobs for youth in community so you don’t have to have youth with drug problems, breaking into cars, etc
    - Internships – ex: Boise Business Youth Unity Project
    - Potential is so great with Killingsworth
    - not just providing a job but teach them skills
  - Supportive community where elders could get out and walk and not be fearful
  - Multicultural events, a lot of African immigrants who are trying to find a way to be part of a community
  - Projects where people work together, taking care of each other, sharing resources, people teaching others their skills (elder and youth partnerships)
  - Without some action, no unity within community, people must show some involvement
    - If people aren’t involved, nothing’s going to happen
  - Streets are safer for children, parks

Themes
  - Safety
  - Equity in education
  - Fulfillment of promises
  - Recognition/inclusion
  - Healthy supportive community – supporting each other
  - Youth
  - Racial hate
  - Respect

Debrief
  - Any new ideas
  - Do same thing next week
  - Use this as basis for community workshop in April
  - Work with entire community to prioritize issues
  - Final deliverable is action plan to HNA, recommendations on how to address them
  - Help with manpower – outreach
  - Feedback survey

Recommendation: Set room up so everyone can see each other
Humboldt Speaks
Listening Session #2 Meeting Notes
Monday, March 9, 2009

- Attendees
  - Lauren McCartney – NECN
  - Brenda & Dave Keta (2 children – Andrew and Abigail)
  - Abe Proctor – PCC campus liaison
  - Sara and Anthony Glathar – 1 yr HNA
  - Sara Dryden – 6 years
  - Shannon – Organizing People Activating Leaders
  - Brooke Chilton– HNA
  - Gary Marschke – North Northeast Business Association
  - Jim Newcomer

- Neighbors that watch out for you. Moved from suburbs to Portland. Wanted more interaction (in suburbs people just pull into garage). Know each other, watch out for each other, and watch out for each other’s kids.
  - Still fairly new

- Gentrification
  - Gap, growing gap between more well to do and the poor
  - Environmental hazards
  - Low-income housing (HAP) has been environmentally unsafe.
  - Not enough advocacy from neighborhood residents to get people to be responsible. Would otherwise be landlords’ responsibility
  - As a non-profit, concerned about PCC expansion
    - Disruptive
    - Lost homes and businesses
    - Replaced by parking lots – seemed like a negative exchange
  - Environmental – Plaza apartments on Mississippi (one block N of Killingsworth) mold, replacing heat, retaliation between tenants being evicted when they complain.
    - Immigrant families
    - EJAG - OPAL had done environmental studies of neighborhood.
      - Because of the salons and Laundromats and I-5
  - PCC bought Paragon and discovered it was a health hazard, shut down
  - Section 8 housing – complaints with indoor quality, asthma. Lots of housing complexes don’t have windows in bathrooms. Accumulates mold. Took a year to come out and fix the plumbing. Get residents out to start talking about their needs as HAP participants.
  - Pushed out to SE from gentrification because that is where low-income housing is.
    - No recreational programs
    - More bars than community centers
    - Parks – lack of equipment for kids of all ages
• Come back to NE because that is where they are originally from. More drug violence in SE
• Make change in lower income communities in SE that have been displaced.
• More attention to the ignored communities
  o Kids
    • Great opportunities to broaden scope off issues HNA pays attention to. Want to be engaged in community for positive change.
    • Currently, HNA is heavily represented by people with concerns over PCC etc.
    • HNA has opportunity to join Oregon Solutions meeting. First time that anyone from HNA came.
    • Oregon Solutions project is the Humboldt School Learning Garden.
    • When kids are assembled, we see more racial diversity at school than at these meetings. This is a huge meeting to make possibilities to make steps forward toward positive change.
    • Want to see not just people who are attacking Abe but people who are investing in the future.
    • Invest in children and schools. They are our future and they are diverse. A great opportunity is fighting for future. Diversity.
    • Communicate to PCC how they communicate with residents but not just fighting against them; help them hear what our concerns are.
    • Invest in Oregon Solutions project. Meetings have been in middle of the day when people are at work.
    • Sign declaration of commitment was the first meeting he could attend. HNA section was blank. Residents have jobs, can’t come to Oregon Solutions meeting. Opportunity to see positive trajectory.
      o Representation in HNA is selective. Sees everybody, people who don’t look like me and don’t think like me. Would like to see this in “powerful” groups.
      o Connection with families that have moved out to SE. Important to consider.
      o How urban renewal money comes into this area → gentrification
        ▪ Different parts of the city compete for urban renewal money
        ▪ How is Humboldt connected to other parts of the city, from families that have left
          o Peninsula Park – met a woman from Humboldt, moved to Gresham. Comes back to go swimming because there isn’t much in Gresham and she wants her daughter to be in a diverse neighborhood.
• Gary – 1985. Moved here because it was affordable, and because it was diverse. One of the only places you can see a variety of people.
  o Lots of history here – goes back to displacement. Not just gentrification.
  o Emmanuel, I-5, etc.
Understand history and provide that perspective when dealing with current events.
Positive energy, hope, comes from new folks. Can be contagious to folks that live here.
Change in attitude of residents that things can change
Important to understand and honor

- Humboldt Gardens – historical kiosk
- Reed College – for Black History Month did a website piece about med clinics that Black Panthers started on Williams or Vancouver on Emmanuel
- Lots of development – building
  - But not a lot of things moving in
  - Concerning that there’s actually things to go into these buildings
- Recreation programs
  - Childcare facility
  - For parents who work – a big obstacle to going to meetings like this, etc.
  - High quality and safe – 24/7 basis
- Keep Skanner newspaper – has been around for a long time
- Keep Peninsula Park
- Creative resolution about Jefferson high school
  - Academic challenges
  - Two academies are now failing, plan to be discontinued
  - Challenge to keep it meeting standards – economic reasons, many reasons
  - Problem with many principals
  - How can they contribute to academic wellbeing of students?
  - Always in crisis, academically, economically
- North Portland public library – very comfortable looking
- Compare to Lincoln and Jefferson
  - Inviting, technologically up to date, state of the art. Vs correctional institution
  - Least attended, least efficient, lighting, jail-like, most expensive to run
  - Bright, colorful halls in Lincoln, compared to dungeon.
  - Has always been under resourced
  - Catch 22- if you don’t have the numbers, you don’t get the financial support, and vice versa.
  - As neighborhood has changed, see more people with more choices for where to send kids to school. Declining enrollment, declining resources.
  - Used to have great jazz orchestra and dance, video production. Now, it’s dark and dank, like a dungeon. Cubbyholes everywhere make it look like a medieval institutionalized, so it makes the students be institutional.
  - Lots of history. Nobody is comfortable scrapping it, but there is a lot that can be done.
  - Citywide vision to see schools used as community hubs. Will be more livable to the students if they expose it to community. Make people go there and experience so that they will advocate for it.
    - Think about what it should and could be
• PCC – taking interest
  o Middle college – Jeff students can take PCC students. Covers books, tuition, and fees
  o Giving access to higher classes (no AP opportunities)
  o Community hub is what they want to do at PCC
  o Educational access between PCC and Jeff
  o Implant the notion that higher education is within reach for them.
  o Some resources are being directed.
  o Idea of school as community hub is
• I-5 health of our kids. Danger zone 6-10 blocks impact
• Plaza town homes – weatherization and lead testing. Tried to implement food source garden were strongly advised against it because of air pollution because of I-5 exhaust. Not much you can do to mitigate.
• Humboldt learning garden – doing additional lead testing. Looking forward with kids and partnership with Humboldt Gardens
• Looking forward to farmers market to bring neighborhoods together
• Want to see strong, healthy, diverse strong Humboldt- Jefferson – PCC connection. Strong established partnership for cross partnership
• Student parking will increase if PCC draws more students. If Jefferson students fill those classes, that will take care of parking
  o Our 5 and 8 year old will go to these schools, we want to be the change
  o Families of children’s’ classmates
  o Appreciate help of orgs and government, but ultimately it comes down to relationships and helping them to become activists
• More affordable housing – safe, environmentally sound. Some buildings could use an uplift but it would be good to make sure it is environmentally sound – solar, more advanced ways to get heat and electricity
  o Better public transportation for students, workers
  o More frequent or goes more places,
  o More accessible and affordable, particularly for students and elderly
• Streetcar along Killingsworth
• Don’t have kids now, but hope we will in 10 years at Humboldt.
• Affordable and accessible grocery stores for all residents of Humboldt.
• Greater representation with HNA – more community events to get to know neighbors, make neighborhood feel more community oriented.
• Want to feel like I will be here in 10 years – PCC might take my house and that makes me nervous
• Community Events – NECN dinner. OUV Bright neighbor social networking event. Great tool to connect neighbors. Make sure communicate about events, like planting gardens. Neighbors grow some things, you grow some other things.
  o Shared resources
• POIC – kids want to be a part of this community. Want it to be accessible and approachable
• More awareness about environmental issues and solutions
• Other things – business district on Killingsworth. There is some momentum. Stability. Ways to run businesses.
• Some sort of solution for the issue of displacement.
  o Education is part of this.
  o One of the first people they met was in the neighborhood south of us.
  o Met at Unthank Park – most people that moved, found it economically
    profitable to leave. Wish some friends weren’t leaving, wish they knew it
    was more valuable to hold on to the house even though might be more
    profitable later. Fairness in the discussion will lead toward more profitable
    results for justice for everyone.
  o Resources – where are they distributed across our city? More holistic.
• Link 3 schools – the commercial district around PCC. This could be incubator
  space for small businesses fostered through the school system. Raises standard of
  living. Create people who can afford housing, not just affordable housing
• Young folks coming up who would like to develop family wage jobs
• Some people who sold houses did so because they could not access credit.
• PCC – concept of business incubator, mixed-use construction is at PCC.
  o Will invite community members to sit on board.
• Feel like an appendage as a resident. Community isn’t involved in the decision-
  making.
  o Community doesn’t have much muscle
  o Wish folks from the NA were more involved in events
  o Find ways that people can get involved
  o Get resident involved in things going on
• Hub where residents can find out about
• Themes
  o Schools
  o Economic development
  o Development (of houses? Businesses?)
  o Community communication
  o Economic
  o Social or recreational development
  o Community feel, block parties
  o Renters
  o Environment
• Operation Outreach
• May 16 – Spiffin’ Up Albina – cleaning up trash, graffiti
Humboldt Speaks
Community Workshops Meeting Summary (sent to attendees via email)
Tuesday, April 7, 2009 & Saturday, April 11, 2009

Thank you to those of you who were able to participate in the final public participation event in the Humboldt Neighborhood. The workshops helped us identify what issues and priorities are the most important to you. The discussions that followed offered further insights and will help add more clarity as we begin our analysis of your input. Over the next two months, we will be creating a Strategic Action Plan for the Humboldt Neighborhood Association in which we will focus on issues that you identified as your top priorities. This Plan will be completed in early June and we hope to present it to the community at that time.

We are still gathering prioritization data via an online survey, so those results aren't ready to be shared yet. However, below is a summary of the conversations we had during the group discussions at both workshops. Please let us know if you feel something was said that is not captured accurately in the notes below.

Topic areas discussed:

Livability
- Need to clean up environmentally contaminated, vacant parcels of land (i.e. brownfields)
  - Affects safety (e.g. kids play in these spaces)
  - Affects economic development (e.g. decreases property values, causes blight)
- New multifamily developments ought to have parking requirements
  - Underground, tuck-under parking
  - Also, city could emphasize "by contract" no car housing
  - PCC students park in front of houses and leave trash
  - Can't plan away the car, many people need a vehicle (e.g. elderly, infirm)
- Humboldt Gardens should host a health clinic
- Humboldt Gardens community room should be open more often and available to everyone

Education
- People should volunteer to help children with reading
- More non-degree classes at PCC
  - Trade skills: [http://www.pcc.edu/programs/apprenticeship/](http://www.pcc.edu/programs/apprenticeship/)
  - Need more programs that can give kids choices besides college or the military
- Look to De La Salle's work/internship program that gives kids work experience as a good example for Jefferson students: [http://delasallenorth.org/ciph.htm](http://delasallenorth.org/ciph.htm)
• Students should have class that teaches them about all the types of different jobs they could work toward (blue collar to white collar)

Safety
• Triplex on Haight near KC Market site of crime
  o Police called half-dozen times
  o Heard gunshots there
  o Garbage strewn about
  o Is KC Market responsible for keeping their property clean? How can it be enforced?
• Drug dealing on Blandena and Gantenbein
• Bike Theft
• Residents need to put pressure on police to patrol this neighborhood because they are stretched thin
• Police complaints should be hand-written with copy going to the Mayor's office. This helps build evidence against potential drug houses
  o Neighborhood Association could provide residents with form letter for submitting complaints
  o Richard Brown from Hope and Hard Work could be a good speaker to invite to neighborhood meeting, as they know a lot about crime prevention

Community Strength
• Link organizations with resources (e.g. church's w/ computers) to residents who could benefit from them
• Churches used to help w/ childcare, but no longer have funding to do so
• Neighborhood pride is lacking in the community (e.g. people litter, don't take care of their properties, etc)
  o Neighborhood Clean-Up could foster appreciation and participation
• Used to be a culture of people sitting on their front porch and watching out for one another
• City ought to streamline process for throwing block parties
• New neighbors ought to introduce themselves to long-time elderly residents b/c they will look out for their neighbors and know what's going on in the community

Economic and Youth Priorities
• Need entertainment for the youth of Humboldt Gardens in the summer

If you have any other comments you would like to share with us, please feel free to email us at MosaicPlanning@gmail.com. Also feel free to pass along our email address to your friends and neighbors if they would like to share their thoughts.

Thanks again for coming out and voicing your ideas and concerns for the neighborhood. Your effort is truly appreciated.

Mosaic Planning
www.mosaicpdx.com
Standards for Neighborhood Associations, District Coalitions, Business District Associations, And the Office of Neighborhood Involvement

Developed by:
Guidelines Review, Empowerment and Assessment Team (GREAT), a citizen-led committee of Neighborhood Association, Business Association and at-large community leaders.

Final adoption by citizen-led GREAT committee on Tuesday, April 12, 2005.

Adopted by Resolution 36329 by Portland City Council on July 13, 2005.

Related update of City Code Title 3.96, Office of Neighborhood Involvement approved by Portland City Council Ordinance 179418 on July 13, 2005.

For questions or more information:
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oni@ci.portland.or.us
www.portlandonline.com/oni
Executive Summary

The citizen-led committee, Guidelines Review Empowerment and Assessment Taskforce (GREAT) has completed its final draft of proposed update of rules governing Portland’s Neighborhood and Business Association system. City Council will consider adoption of two documents: City Code Title 3.96, Office of Neighborhood Involvement, as well as the Guidelines — to be called Standards — for the neighborhood system.

Portland’s Neighborhood Associations were first recognized by the City in 1974 with this directive from City Code 3.96: “Council finds that there is a need to broaden channels of communication between the people of Portland and City officials on matters affecting neighborhood livability.”

The GREAT Taskforce has spent four years methodically reviewing, updating and matching two documents: first, City Code Title 3.96, the authorizing language for the Office of Neighborhood Involvement, which has not been reviewed since 1987; then the Guidelines, which detail the functions, responsibilities and benefits of Portland’s neighborhood system including 95 Neighborhood Associations, 7 District Coalitions, 40 Business Associations and the Office of Neighborhood Involvement.

The Taskforce is proposing to rename the Guidelines as “Standards” to more accurately reflect the directive of Code 3.96.030 establishing “Minimum Standards for Neighborhood Associations.”

This revision of the Guidelines/Standards endorses and continues to emphasize the self-determining structure and autonomy inherent in each Association for determining its own bylaws, meeting formats, boundaries, and resolution of grievances. Indeed, Section III on Neighborhood Associations has changed little from the existing Guidelines. Careful attention was given to the role of District Coalitions, Office of Neighborhood Involvement, the grievance process, modified open meetings and public records procedures, and efforts to diversify participation in Associations.

The Standards will continue as a tool for ensuring that Portland’s neighborhood system is accountable and transparent along with the goal of building Neighborhood Associations that are accessible to residents who want to contribute to improving the livability of their communities. In addition, we believe these proposed documents provide improved clarity by reorganizing roles and responsibilities that were previously scattered, i.e. topics dealing with Neighborhood Associations are now primarily in the same section.

Public comments provided this fall were the culmination of four years of continuous outreach to the community. Even before the public comment period there were three
We hope you will join us on Wednesday, July 6th at 2 PM when we will present our proposals before City Council. Council Chambers are located in City Hall at 1221 SW 4th Ave. For more information or questions contact Brian Hoop at 503-823-3075 or bhoop@ci.portland.or.us. Or visit our web site at http://www.portlandonline.com/oni/index.cfm?c=29023&.

Sincerely,

Patricia Gardner Moshe Lenske
Co-chair Co-chair

Members of the Guidelines committee, GREAT

Chairpersons:
- Moshe Lenske, Woodstock Neighborhood Association, Southeast Uplift
- Patricia Gardner, Pearl District Neigh. Assoc., Neighbors West/Northwest

Committee members:
- Kathy Bambeck, Bridlemile Neighborhood Association
- Nancy Chapin, Alliance of Portland Neighborhood Business Associations
- Catherine Crawford, University Park Neighborhood Association, North Portland, stepped down in 2003
- Leonard Gard, Southwest Neighborhoods, Inc.
- Raymond Hites, Lents Neighborhood Assoc., East Portland Neighborhood Office
- Stanley Lewis, Downtown Neighborhood Association, Unaffiliated Associations
- Michael O’Malley, Irvington Community Association, NE Coalition of Neighborhoods
- Jerry Powell, Goose Hollow Foothills League, Neighbors West/Northwest
- Charles Shi, Communities Beyond Neigh. Boundaries, stepped down in 2003
- Mark Sieber, Neighbors West/Northwest, District Coalition directors

City of Portland staff:
- Brian Hoop, Office of Neighborhood Involvement
- Jimmy Brown, Office of Neighborhood Involvement
- Ruth Spetter, City Attorney
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SECTION I: Purpose

I. PURPOSE

These Standards create a framework by which the people of the City of Portland may effectively participate in civic affairs and work to improve the livability and character of their Neighborhoods and the City. These Standards set out the basis for City recognition of Neighborhood Associations, District Coalitions, and the responsibilities and benefits accruing thereto. These Standards also set out the basis for city acknowledgement of Business District Associations and the responsibilities accruing thereto. These Standards also set out the functions, duties and responsibilities of the Office of Neighborhood Involvement.

II. DEFINITIONS

A. Neighborhood: A geographically contiguous self-selected community.

B. Neighborhood Association: An autonomous organization formed by people for the purpose of considering and acting on issues affecting the livability and quality of their Neighborhood, formally recognized by the Office of Neighborhood Involvement, and subject to these Standards.

C. District Coalition: An organization which supports participation services for Neighborhood Associations and everyone within a geographically defined area, and is subject to these Standards.

1. Non-Profit District Coalition: An independent non-profit corporation directed by a board which is primarily composed of representatives from its member Neighborhood Associations.

2. City--Staffed District Coalition: An office partially or fully staffed by City personnel to provide neighborhood services as advised by the participating Neighborhood Associations.

D. Business District Association: An autonomous non-profit organization with membership guidelines in its bylaws formed by people in business within a defined geographic boundary for the purpose of promoting the general well-being of their business community. A Business District Association is subject to these implementing Standards.

E. Office of Neighborhood Involvement: An agency of the City of Portland, whose purpose is to facilitate citizen participation and improve communication among citizens, Neighborhood Associations, non-profit
Section II: Definitions

District Coalitions/City-staffed District Coalitions, City agencies, and other entities. The Office of Neighborhood Involvement is subject to these Standards.

F. City agency: Includes all departments, bureaus, offices, boards and commissions of the City of Portland.

G. Standards: Regulations adopted by City Council that govern Neighborhood Associations, District Coalitions, Business District Associations and the Office of Neighborhood Involvement.

III. NEIGHBORHOOD ASSOCIATIONS

A. Recognition as a Neighborhood Association by the City of Portland

Neighborhood Associations that meet the following requirements, upon request, will be officially recognized by the City of Portland, and be eligible for the range of services provided by the Office of Neighborhood Involvement and/or their District Coalitions. The Office of Neighborhood Involvement will send a “Letter of Recognition” to the Neighborhood Association.

1. Boundaries

A Neighborhood Association must have clearly stated boundaries in its bylaws. The boundaries shall not overlap those of any other Neighborhood Association, except to the extent that each Neighborhood Association affected agrees in writing.

a. Creating or Modifying Neighborhood Association Boundaries

i. Neighborhood Associations are responsible for determining their own boundaries and describing them accurately in their bylaws.

ii. No Neighborhood Association shall choose boundaries that overlap with another Neighborhood Association’s boundaries except to the extent that the other Neighborhood Association agrees to the overlap in writing. No Neighborhood Association shall enlarge its boundaries if to do so would create an overlap with another Neighborhood Association unless the latter has agreed to the overlap in writing.
SECTION III: Neighborhood Associations

iii. The District Coalition and the Office of Neighborhood Involvement should be promptly notified in writing of all boundary change(s) so that notification processes, maps and brochures can be kept current and accurate.

iv. The minimum size of a Neighborhood Association is 100 acres and 200 households and/or businesses. Existing Neighborhood Associations with minimums below these criteria as of implementation date for these Standards are accepted as conforming.

b. Overlapping Boundaries
Boundaries shall not overlap those of any other Neighborhood Association, except to the extent that each affected adjoining Neighborhood Association agrees in writing. If the parties cannot make a decision, the Office of Neighborhood Involvement shall make a determination of boundaries. This decision shall be final and unappealable. (See also Section III, C, 3: Resolution of Boundary Disputes, this section. Page 12)

c. Neighborhood Boundaries Falling Outside the Portland City Limits
Boundaries of a recognized Neighborhood Association may extend beyond the Portland city limits at the discretion of the respective Neighborhood Association. Services to non-city residents may be limited by the District Coalition or the City.

2. Membership
Neighborhood Associations shall maintain membership, which is open to any person who lives and/or owns real property or holds a business license within the recognized boundaries of the Neighborhood Association. Other individuals or organizations may be members as further set forth in each Neighborhood Association’s bylaws. The list of the membership is the property of the Neighborhood Association and is not subject to public record requests.

3. Non-Discrimination
Neighborhood Associations shall not discriminate against individuals or groups on the basis of race, religion, color, sex, sexual orientation, gender identity, age, disability, legal citizenship,
SECTION III: Neighborhood Associations

national origin, income, or political affiliation in any of their policies, recommendations or actions.

4. Bylaws
Neighborhood Associations shall maintain and file with the Office of Neighborhood Involvement and appropriate District Coalition, if within a Coalition, an up-to-date set of bylaws, which provide for meeting these standards and include provisions for adopting and amending bylaws, establishing a quorum, and setting the agenda. Neighborhood Associations, if incorporated, must assure bylaws and articles of incorporation are in harmony.

5. Meeting Requirements
Neighborhood Associations shall set forth meeting requirements in their bylaws.

6. Open Meetings/Public Records
Neighborhood Associations shall abide by the open meetings/public records policy governing the neighborhood system as set forth in these Standards. (See Section VIII: Open Meetings and Public Records, page 37)

7. Grievances
Neighborhood Association bylaws shall include provisions relating to the resolution of grievances against the Neighborhood Association including: who is eligible to grieve, a process for the receipt of complaints, and a procedure for final resolution. These procedures shall abide by minimum standards outlined in Section VII: Grievance and Appeal Procedures, page 30.

8. Dues
Neighborhood Associations can not require collection of membership dues. Contributions made on a voluntary basis may be accepted.

9. Involving Business District Associations
Neighborhood Associations should encourage the participation of businesses and Business District Association representatives in activities, meetings, and participation on governing bodies of Neighborhood Associations.
SECTION III: Neighborhood Associations

B. Benefits of Recognition
Recognized Neighborhood Associations are entitled to receive services including, but not limited to:

1. Placement in the Office of Neighborhood Involvement neighborhood directory, which lists the contact information of the Neighborhood Association, its President and/or other Neighborhood Association designated officers and committee chairs. This directory is a public document, which is widely used by the City for public outreach.

2. Placement on official Neighborhood Association maps, in brochures, and handbooks relating to neighborhood affairs.

3. Notification by agencies of the City as required in the City Code on matters that fall within the Neighborhood Association boundaries in regard to planning efforts, policy matters, and decisions affecting the livability, safety, and/or economic vitality of a neighborhood.

4. Support services, when affiliated with a District Coalition, which may include assistance with general communications, newsletters, grant writing, activity planning, public relations, outreach efforts, general information and referral, and other technical assistance.

5. Support services from the Office of Neighborhood Involvement for crime prevention.

C. Operation of Neighborhood Associations

1. Communication
Neighborhood Associations are encouraged to maintain open communication with community members and neighborhood Business District Associations on pertinent matters and issues of mutual interest and to seek opportunities for discussion prior to taking action on such issues. (See Section IV, B, 2: Communication, page 14)

2. Mediation
Neighborhood Associations are encouraged to seek mediation among themselves and/or other organizations and entities if disagreements arise.
SECTION III: Neighborhood Associations

3. Resolution of Boundary Disputes
   Boundary disputes should be resolved at the Neighborhood Association or District Coalition board level. If two or more Neighborhood Associations are unable to agree to a proposed boundary change the District Coalition board shall assist in resolving the dispute through the following process:

   a. The District Coalition and the Neighborhood Association boards shall meet together to review the proposed boundary changes and attempt to reach a compromise solution. Mediation services are available as a helpful resource if requested.

   b. If a solution to the boundary dispute cannot be reached by the affected Neighborhood Associations, they may select an alternate process, such as requesting a decision from the District Coalition board, or a survey or vote of the residents in all affected Neighborhood Associations. Before any such process is undertaken to resolve a boundary dispute, it shall be clearly described and agreed to in writing by all affected Neighborhood Associations. The results of any such process shall be final.

   c. If the conflicting boundary dispute is not resolved within six months of the time it is formally brought to the attention of the appropriate District Coalition board(s), the Office of Neighborhood Involvement shall make a determination of boundaries. This decision shall be final and unappealable.

4. Grievances
   When grievances arrive Neighborhood Associations should consult grievance sections of their bylaws in addition to Section VII: Grievance and Appeal Procedures (page 30) of these Standards.

5. Liaison to District Coalition Board
   To have a voice in setting goals and priorities for a District Coalition and in determining the allocation of the District Coalition’s resources, a Neighborhood Association must participate as a member of its District Coalition board. Each Neighborhood Association that elects to participate should have a written procedure for selecting a delegate(s) to the District Coalition board.
SECTION III: Neighborhood Associations

6. Newly recognized or unaffiliated Neighborhood Association’s affiliation with a District Coalition
To become affiliated with a District Coalition, a newly recognized Neighborhood Association that is currently not affiliated with a District Coalition shall obtain a letter of agreement with the appropriate District Coalition board and inform the Office of Neighborhood Involvement no later than the end of the current calendar year. Affiliation shall become effective at a time agreed to by the District Coalition board and the Neighborhood Association.  
(Same as Section IV, E, 2: Process for newly recognized or unaffiliated Neighborhood Association to affiliate with a District Coalition. Page 22)

7. Positions on electoral issues
Neighborhood Associations shall not take positions in support of or opposition to any political candidate or party. They may take positions on ballot measures and referendums. (See also IV, B, 2, a, iii: Operational Procedure, Communication. Page 14.)

IV. DISTRICT COALITIONS

A. Basic Requirements of District Coalitions
Except as otherwise stated, the working and procedural relationship(s) among Neighborhood Associations, District Coalitions, and District Coalition staff shall be determined by the groups involved, and these relationships shall be respected by the Office of Neighborhood Involvement.

B. Goals and Procedures
A primary role of a District Coalition is to develop the organizational capacity of Neighborhood Associations to consider and act upon issues affecting the livability and quality of their neighborhoods.

District Coalitions should provide training, orientation, information and consultation to Neighborhood Associations and to neighbors according to the policies and directives of their respective boards of directors. It is the role of the staff to be a resource to neighbors who in turn advocate a particular position on an issue.

1. Administrative Procedures

a. Annual Action Plan
Develop an annual action plan as directed by Neighborhood
SECTION IV: District Coalitions

Associations and submit to the Office of Neighborhood Involvement.

b. Reports to the Office of Neighborhood Involvement
File “performance indicators” as required and an “annual narrative” report at the end of the fiscal year with the Office of Neighborhood Involvement.

2. Operational Procedure

a. Communication
The following policies apply to District Coalitions and Neighborhood Association sanctioned communications including print and electronic media:

i. Neighborhood Associations and District Coalitions are responsible for the content of their respective communications.

ii. All positions taken or recommendations voted on are matters of record and may be reported in newsletters or reflected in official communications.

iii. Neighborhood Associations shall not take positions in support of or opposition to any political candidate or party. They may take positions on ballot measures and referendums.

iv. Neither City supplied funds nor private funds shall be used for communications in support of or in opposition to any political candidate. City supplied funds may not be used for communications in support or in opposition to ballot measures or referendum. Private funds, however, may be utilized regarding ballot measures and referendums.

v. Communications presenting personal opinions of a citizen must be identified as such and the name of the author must be included.

vi. Communications should not include statements that could be considered libelous or defamatory.
Section IV: District Coalitions

vii. A copy of each District Coalition or Neighborhood Association newsletter should be on file at the respective District Coalition. Neighborhood Associations not affiliated with a District Coalition should file a copy of each newsletter with the Office of Neighborhood Involvement. (Also see Section VIII, O: Retention of Records. Page 45.)

viii. Mailing and membership lists are the property of the Neighborhood Association and are not subject to public records requests. (Also see Section III, A, 2: Membership. Page 9.)

b. Inclusion and Participation
In the interest of addressing the need for participation and inclusiveness in Neighborhood Associations and increasing diversity in public involvement the District Coalitions support the participation of Portland’s diverse communities in the Neighborhood Association network including communities of people of color, renters and low-income individuals, working families with children, immigrants and refugees, seniors, students, young adults, people with disabilities, gay, lesbian, bi-sexual and trans-gendered people. The District Coalitions shall incorporate into an annual work plan action steps taken to:

i. Build partnership and outreach efforts with Portland’s diverse communities and organizations which lead to community and trust building activities.

ii. Provide opportunities for Neighborhood Associations to increase their effectiveness in recruiting, training and retaining volunteers and leadership from diverse constituencies to participate in neighborhood activities.

iii. In partnership with the Office of Neighborhood Involvement, provide resources and assistance for making Neighborhood Association meetings and communications accessible to constituencies or individuals where assistance is either culturally appropriate or requested. This may include providing
Section IV: District Coalitions

language interpretation of meetings and translation of meeting fliers and newsletters for those whose English is a second language, identifying childcare options, seeking transportation solutions and meeting locations which are accessible to people with disabilities.

iv. Encourage the participation of businesses and Business District Association representatives in activities, meetings, and participation on governing bodies of the District Coalition and various Neighborhood Associations within that District Coalition’s boundaries.

C. Unique to Non-profit District Coalitions

Each non-profit district coalition is represented by a board of directors which is primarily composed of delegates duly selected by member Neighborhood Associations and any at-large members provided for in the non-profit District Coalition bylaws. This may include representatives of Business District Associations within that District Coalition’s boundaries. Non-profit District Coalitions represented by boards of directors are the neighborhood-based contracting agents with the City, which support citizen participation services and provide crime prevention linkages.

As the contracting agent for the coalition, each board must ensure that the non-profit District Coalition meets the following requirements:

1. Organizational Status

   a. Incorporation
      Be a non-profit corporation in good standing and registered with the Oregon Corporation Commissioner.

   b. Tax Exempt
      Qualify for exemption from corporate taxation under either 26 USC 501(c)(3) or 26 USC 501 (c)(4).

2. Bylaws

   Maintain a current copy of the Non-Profit District Coalition bylaws with the Office of Neighborhood Involvement. In addition to the Articles of Incorporation required for non-profits by the State of Oregon, develop bylaws which also incorporate polices addressing:
Section IV: District Coalitions

a. Non-Discrimination
District Coalitions shall not discriminate against individuals or groups on the basis of race, religion, color, sex, sexual orientation, gender identity, age, disability, legal citizenship, national origin, income, or political affiliation in any of their policies, recommendations or actions.

b. Grievances
Procedures for addressing grievances with a District Coalition and appeals from Neighborhood Associations or individuals. (Refer to Section VII, D: Appeal and Grievance Procedures with a District Coalition, page 33).

3. Administrative Procedure

a. Personnel Policies
The staff hired by each non-profit District Coalition board of directors is funded in part with monies from the non-profit District Coalition contract with the City. The staff serves the non-profit District Coalition and is accountable to it. The non-profit District Coalition is the employer—not the City. The staff is subject to the non-profit District Coalition personnel policies, and staff performance should be measured in light of these policies and in furthering the activities set out in each non-profit District Coalition annual action plan.

All personnel issues relating to these employees are the responsibility of the non-profit District Coalition board. It is recommended that each board clearly establish the supervisory relationship between the board and staff and among staff members themselves in order to have positive communication in both directions.

b. Affirmative Action
Have a policy that includes a statement of non-Discrimination and receive certification from the City of Portland Equal Employment Opportunity (EEO) Program.

c. Hiring Procedures
Selection of non-profit District Coalition staff shall be the responsibility of the non-profit District Coalition. Non-profit District Coalitions may request the Office of Neighborhood
Section IV: District Coalitions

Involvement’s representation on its hiring committees and shall notify ONI of hiring and/or termination of any staff.

d. Staff Salaries
Each District coalition shall compensate staff paid for by Office of Neighborhood Involvement funds based on its own salary policies while keeping equity among similar positions throughout the neighborhood structure in mind.

4. City Contract
Administer all City contractual funds, develop non-profit District Coalition budget, and negotiate City contracts in accordance with the procedures established by the Office of Neighborhood Involvement and in line with standard accounting and business practices. The scope of the Contract shall encompass the following:

a. Program Goals
The Contract shall include a statement of Program Goals.

b. Program Functions
The Contract shall include an itemized list of Program Functions.

c. Contractor Responsibilities
The Contract shall include an itemized list of Contractor Responsibilities.

d. Billing and Payment Procedure
The Contract shall include a specified Billing and Payment Procedure.

D. Unique to City-staffed District Coalition
A District Coalition, staffed by City employees has the goal of improving livability, sense of community and safety in the City of Portland by facilitating public participation and self-empowerment at the neighborhood level. These employees are City personnel and their supervisor is the Director of the Office of Neighborhood Involvement. Such District Coalitions shall have an advisory board to the director of the District Coalition to assist in the development of the annual action plan for that office. The advisory board is to be composed of representatives of the member Neighborhood Associations within that office’s boundaries. This advisory board may include representatives of Business District Associations within that District Coalition’s boundaries.
Section IV: District Coalitions

The director of the City-staffed District Coalition must ensure the office meets the following requirements:

1. Organizational Status
   a. As a City-staffed District Coalition, be in good standing and in compliance with all relevant City of Portland Codes and policy procedures.
   b. Be sanctioned by a Letter of Agreement between the Office of Neighborhood Involvement and all represented Neighborhood Associations within the geographical boundary of the respective City-staffed District Coalition.

2. Operating procedures of advisory board
   Maintain a current copy of any operating procedures approved by representatives of at least 2/3rds of all represented Neighborhood Associations within the City-staffed District Coalition.

3. Memorandum of Agreement
   Administer all City funds through a Memorandum of Agreement. Each Neighborhood Association in that District Coalition shall sign the Memorandum of Agreement. The scope of the Memorandum of Agreement shall encompass the following:
   a. Annual Action Plan
      The Memorandum of Agreement shall include an annual Action Plan.
   b. Program Goals
      The Memorandum of Agreement shall include a statement of Program Goals.
   c. Program Functions
      The Memorandum of Agreement shall include an itemized list of Program Functions.
   d. Grievances
      The Memorandum of Agreement shall include procedures for addressing grievances with a District Coalition and appeals from Neighborhood Associations or individuals. (Refer to Section VII, D: Appeal and Grievance Procedures with District Coalitions, page 33.)
Section IV: District Coalitions

E. Process for change in organizational affiliations of Neighborhood Associations and District Coalitions

Change in organizational affiliations for Neighborhood Associations and District Coalitions is a major issue which entails considerable time, communication and dollars. Such action must not be undertaken lightly nor as a result of momentary problems or personality disputes. Such action will require extensive coordination and communication between multiple Neighborhood Associations and District Coalitions. In addition, such action may result in disbanding of an existing legal non-profit corporation and/or the formation of a new one. Many things will be affected and will have to be addressed including, but not limited to, the following: fiscal, corporate, and fiduciary considerations and consequential matters such as changing maps, brochures, and mailing lists.

1. Process for the Creation of a new District Coalition

   a. A minimum of six (6) adjacent Neighborhood Associations must determine that there are substantial positive reason(s) for creating a new District Coalition.

   b. Creating District Coalitions in which Neighborhood Associations do not share boundaries is not allowed.

   c. Each Neighborhood Association must determine a substantial positive reason(s) for moving and document deliberations for such reasoning in meeting minutes.

   d. Neighborhood Associations must pass a motion requesting a specific move to a new District Coalition by a super-majority (2/3) of the members present at a general membership annual meeting. The required quorum must be met.

   e. Passage of the motion must be recorded in minutes of each of the respective Neighborhood Association meetings.

   f. Each Neighborhood Association will send a letter to the Director of the Office of Neighborhood Involvement requesting approval of the move and creation of a new District Coalition.

   g. If necessary, the Director of the Office of Neighborhood Involvement or designee will facilitate a discussion (or series of discussions) at which he/she determines if the request was properly dealt with by the Neighborhood Associations; if it is warranted; if it is acceptable to the Office of Neighborhood Involvement; and likely to be acceptable to other affected District Coalitions.

   h. The public shall be afforded the opportunity to provide comment. A public meeting shall be held allowing for input.
Section IV: District Coalitions

i. If the above conditions are NOT met and the Director of ONI feels further discussion will not lead to resolution; s/he notifies the Neighborhood Associations and the affected District Coalitions --in writing--that the request has been denied and the reason why. This decision is final. Reapplication to create a new coalition can occur a year later.

j. If the above conditions ARE met, creation of a new District Coalition and subsequent move of Neighborhood Associations to that District Coalition may proceed according to the approved timetable.

k. The Office of Neighborhood Involvement shall provide in writing to all affected parties a decision regarding the request.

l. If approved, new District Coalition boundaries will be implemented effective the succeeding July 1.

m. The new coalition will be subject to following the applicable City Code and Office of Neighborhood Involvement Standards.

n. Approval for the creation of a new District Coalition does not automatically guarantee City funding commensurate with other District Coalitions.

o. The new District Coalition shall be reaffirmed by a vote at the respective general membership meetings of 3/4 of the participating Neighborhood Associations and be re-approved by the Director of the Office of Neighborhood Involvement one year after its original approval.

p. A new District Coalition structure representing its respective Neighborhood Associations must meet the following administrative requirements:

   i. Maintain liability insurance for Neighborhood Associations comparable to that of those involved in the existing structure;
   
   ii. Acquire a federal tax ID number as necessary for the transfer of funds;
   
   iii. Incorporate under the laws of the State of Oregon if necessary for legal or financial reasons;
   
   iv. Develop and sign a letter of agreement for operations with the Office of Neighborhood Involvement, including an annual Action Plan; and,
Section IV: District Coalitions

v. Meet all requirements of District Coalitions as set forth in these Standards, except those specifically referring to service delivery structural issues.

2. Process for newly recognized or unaffiliated Neighborhood Association to affiliate with a District Coalition

a. To become affiliated with a District Coalition, a newly recognized Neighborhood Association that is currently not affiliated with a District Coalition shall obtain a letter of agreement with the appropriate District Coalition board and inform the Office of Neighborhood Involvement no later than the end of the current calendar year.

b. Affiliation shall become effective at a time agreed to by the District Coalition board and the Neighborhood Association. (Same as Section III, C, 6: Newly recognized or unaffiliated Neighborhood Association’s affiliation with a District Coalition. Page 13.)

3. Process for an existing Neighborhood Association to move from one District Coalition to join another

a. A Neighborhood Association must determine a substantial positive reason(s) for moving and document deliberations for such reasoning in meeting minutes.

b. Realigning a Neighborhood Association with a District Coalition with which it does not currently share a boundary is not allowed.

c. A Neighborhood Association must pass a motion requesting a specific move to a new District Coalition by a super-majority (2/3) of its general membership present at an annual meeting.

d. Passage of the motion must be recorded appropriately in the minutes of the meeting.

e. The Neighborhood Association sends the request, in writing, to the Director of the Office of Neighborhood Involvement requesting approval of the move from one District Coalition to another.

f. If necessary, the Director of the Office of Neighborhood Involvement or designee facilitates a discussion (or series of discussions) at which he/she determines if the request was properly dealt with by the Neighborhood Association; if it is
Section IV: District Coalitions

warranted; if it is acceptable to the Office of Neighborhood Involvement; and likely to be acceptable to other affected District Coalitions.

g. If the above conditions are NOT met and the Director of the Office of Neighborhood Involvement feels further discussion will not lead to resolution; s/he notifies the Neighborhood Association and the affected District Coalition--in writing--that the request has been denied.

h. If the above conditions ARE met, the process may proceed.

i. Each District Coalition shall discuss the move at a regularly scheduled board of directors meeting. Official action by the board shall be taken on the request, results noted in minutes, and copies of minutes sent to the Office of Neighborhood Involvement, the other affected District Coalition and Neighborhood Associations.

j. The Office of Neighborhood Involvement shall provide in writing to all affected parties a decision regarding the request. If approved, new District Coalition boundaries will be implemented--effective the succeeding July 1.

4. Changing from a City-staffed District Coalition to a Non-profit District Coalition and vice-versa

Changes to the structures developed for the delivery of Neighborhood Association services must meet the following criteria:

a. Shall be proposed in writing to the Office of Neighborhood Involvement at the request of a minimum of 3/4 of the recognized Neighborhood Associations within the same District Coalition area at the time of the request.

b. To join such a request, any Neighborhood Association shall have previously ratified its approval by a vote at a duly scheduled, publicized, and conducted general membership meeting. Unless the bylaws of a Neighborhood Association state differently, the vote shall require a simple majority.

c. A public meeting shall be held allowing for input. The public shall be afforded the opportunity to provide comment.

d. Shall have the concurrence of the Director of the Office of Neighborhood Involvement or her/his designee to ensure compliance with City policies and procedures.

e. Shall be capable of delivering comparable or better services--in kind, quantity, and quality--to those being delivered at the time of the request and/or contracted for at the time of the request.
Section IV: District Coalitions

f. Shall assure the Neighborhood Associations' continued and on-going compliance with the Office of Neighborhood Involvement Standards;

g. Shall be cost-neutral, unless additional funds are specifically provided by City Council or other sources.

h. Participating District Coalitions must:

i. Maintain liability insurance for their Neighborhood Associations comparable to that held in the existing structure;

ii. Acquire a federal tax ID number as necessary for the transfer of funds;

iii. Incorporate under the laws of the State of Oregon if necessary for legal or financial reasons;

iv. Develop and sign a letter of agreement for operations with the Office of Neighborhood Involvement, including an annual Action Plan; and,

v. Meet all requirements of District Coalitions as set forth in these Standards, except those specifically referring to service delivery structural issues.

i. Shall be reaffirmed by vote one year after its original approval, at a general membership meeting, of each of 3/4 of the individual participating Neighborhood Associations and be re-approved by the Office of Neighborhood Involvement Director.

If reaffirmed following a one-year period, the new structure may not be substantially altered for a minimum of three additional years unless "unusual circumstances" (as decided by the Office of Neighborhood Involvement with advice from the Bureau Advisory Committee) arise. Any such subsequent change(s) must meet the criteria of the original change, with the exception of changes due to reductions in funds or other emergencies.

V. City of Portland Office Of Neighborhood Involvement

The Office of Neighborhood Involvement (ONI) will provide support for District Coalitions, Neighborhood Associations and related public involvement services. The Bureau will develop an annual action plan in coordination with the ONI
Section V: Office of Neighborhood Involvement

Bureau Advisory Committee and District Coalitions. The bureau will report to the Commissioner-in-charge on activities and concerns relating to public participation and the neighborhood system. The Bureau will fulfill other related responsibilities as are assigned by Council and as fiscal and organizational capacity permit. The bureau will also adhere to any established citywide standards for public involvement as other City bureaus.

A. Coordinate citywide neighborhood system

1. Collaborate with the Office of Neighborhood Involvement Bureau Advisory Committee, District Coalitions and Neighborhood Associations in planning, developing and coordinating Portland’s Neighborhood Association system.

2. Maintain a Bureau Advisory Committee (BAC) for the purpose of providing recommendations regarding goals, priorities, policies, and budgets of the Office of Neighborhood Involvement. The BAC shall include volunteer representatives from each District Coalition, a representative of the District Coalition Directors, and volunteers active or familiar with each of ONI’s major programs.

3. When appropriate coordinate Neighborhood Summits for the purpose of facilitating dialogue amongst Neighborhood Association leaders on citywide neighborhood issues, program policy and funding, and leadership skills topics.

4. Coordinate monthly meeting of District Coalition Board Chairs and Directors for the purpose of addressing critical administrative, budget, policy, and program issues.

B. Contract Management

1. Negotiate contracts and maintain fiscal and program accountability for the funds routed to each District Coalition through their boards and/or advisory committees.

2. Monitor for compliance and enforce the contracts entered into between the City and the District Coalitions through their boards and/or advisory committees.
Section V: Office of Neighborhood Involvement

C. Resource Development

1. Advocate with Council for continued and expanded funding to support the District Coalitions and the Neighborhood Association system to maximize its potential.

2. Assist District Coalitions and Neighborhood Associations in identifying and submitting proposals for alternative funding sources for expanding public participation services.

D. Leadership Skills Training and Board Orientation

1. Coordinate, as supported by the Bureau's budget, supplemental leadership training and technical assistance with District Coalitions to assist Neighborhood Associations and other community groups on skill sets relating to working with City public involvement processes; basic non-profit organizational and board development skills; communication and diversity outreach strategies; and basic land use processes.

2. Provide a Public Involvement Handbook and other supplemental board orientation materials for the use of Neighborhood Associations, District Coalitions, and community groups. This includes services provided by the Office of Neighborhood Involvement; overview of City bureaus and contact information; basic land use terms and processes; basic non-profit organizational and board development skills; and communication and diversity outreach strategies.

E. Inclusion and Participation

In the interest of addressing the need for participation and inclusiveness in Neighborhood Associations and increasing diversity in public involvement the Office of Neighborhood Involvement supports the participation of Portland’s diverse communities in the neighborhood association network including communities such as people of color, renters and low-income individuals, working families with children, immigrants and refugees, seniors, students, young adults, people with disabilities, gay, lesbian, bi-sexual and trans-gender people. The Office of Neighborhood Involvement shall incorporate into an annual action plan action steps taken to:

1. Provide technical assistance, such as neighborhood demographic data, to District Coalitions relating to development and implementation of action plans,
Section V: Office of Neighborhood Involvement

2. Provide technical assistance to District Coalitions to develop partnerships with Portland’s diverse communities and organizations. Develop a database of community organizations for the use of District Coalitions,

3. Provide technical assistance to District Coalitions in providing opportunities for Neighborhood Associations to increase their effectiveness in recruiting, training and retaining volunteer leadership from diverse constituencies to participate in neighborhood activities.

4. Provide resources and technical assistance to District Coalitions in efforts to make Neighborhood Association meetings and communications accessible to constituencies or individuals where assistance is either culturally appropriate or requested. This may include providing language interpretation of meetings and translation of meeting fliers and newsletters for those for whom English is a second language, identifying childcare options, transportation solutions and meeting locations which are accessible to people with disabilities.

F. Grievances
The Office of Neighborhood Involvement shall follow procedures for addressing grievances with the Office of Neighborhood Involvement and appeals from Neighborhood Associations, District Coalitions and individuals or entities that conform with section VII, E: Appeal and Grievance Procedures with the Office of Neighborhood Involvement, (page 35) of these Standards.

G. Other Neighborhood Association assistance
Process requests from Neighborhood Associations seeking recognition by the City and/or Business District Associations seeking acknowledgement from the City. Make provisions for assisting newly forming Neighborhood Associations.

H. Information and Referral
In collaboration with the City/County Information and Referral Center provide the following services:

1. Maintain a current listing of contact persons for District Coalitions, Neighborhood Associations, Business District Associations as well as a wide range of other community organizations.
Section V: Office of Neighborhood Involvement

2. Maintain and publicize the meetings of the District Coalitions, Neighborhood Associations, and Business District Associations in print and electronic formats.

3. Provide access to informational brochures about Office of Neighborhood Involvement programs and services as well as other government agencies when available.

I. Public Involvement Policy
The Office of Neighborhood Involvement shall write and implement a Policy of Public Involvement.

J. Other City agencies

1. Encourage City bureaus to adhere to the Principles of Public Involvement adopted by City Council.

2. Promote and facilitate open communication and notification from City agencies to Neighborhood Associations and District Coalitions.

3. Promote and facilitate communication amongst City agencies about public involvement best practices, current or upcoming issues and projects.

VI. BUSINESS DISTRICT ASSOCIATIONS

A. Requirements for being acknowledged as a Business District Association by the Office of Neighborhood Involvement

1. Basic Requirements
Business District Associations which have status as a Mutual Benefit Corporation or other non-profit designation of the State of Oregon, and meet the following will, upon request, be officially acknowledged by the City of Portland and be eligible for services and support (if available) provided by the Office of Neighborhood Involvement.

a. Membership
Membership shall be open to any business licensee or owner of property zoned for, or used for, a business purpose within the boundaries of the Business District Association.
Section VI: Business District Associations

Other individuals or organizations (such as Neighborhood Associations) may be members as set forth in each Business District Association’s bylaws.

b. Boundaries
Geographic boundaries must be clearly stated in each Business District Association’s bylaws. Boundaries may not overlap those of other Business District Associations unless agreed to in writing.

c. Non-discrimination
Business District Associations will not discriminate against individuals or groups based on race, religion, color, sex, sexual orientation, gender identity, age, disability, legal citizenship, national origin, income, or political affiliation in any of their policies, recommendations or actions.

d. Size
A Business District Association shall have at least 75 businesses within its geographic boundaries.

e. Bylaws
A Business District Association shall provide the Office of Neighborhood Involvement and the Alliance of Portland Neighborhood Business Associations or other designated entity up-to-date copies of bylaws, which meet the above criteria and include provisions for adopting and amending bylaws, establishing a quorum, setting the agenda, notification, elections, annual meetings, meeting requirements, and the grievance process.

f. Meeting requirements
Bylaws must provide for regular meetings. A general meeting must occur at a minimum once per year with notice to elect a Board of Directors. Business District Associations are encouraged to hold open meetings and maintain public records.

2. Affiliations

a. Each Business District Association is encouraged to participate on citywide and District Coalition committees on pertinent matters and issues of mutual interest. Individual
Section VI: Business District Associations

members are encouraged to attend and participate in neighborhood activities.

b. Each Business District Association is encouraged to attend and participate in appropriate Neighborhood Associations, and is encouraged to maintain open communication with other Business District Associations, surrounding neighborhoods, and the District Coalition serving its area.

c. Each Business District Association is encouraged to seek mediation among themselves and/or other organizations and entities if disagreements arise over issues.

3. Acknowledgement as a Business District Association by the City of Portland

After acknowledgement, Business District Associations are entitled to receive services and/or support including but not limited to:

a. Placement on the Office of Neighborhood Involvement “Neighborhood Directory” which lists the names, addresses, phone numbers, e-mail and web addresses of the Business District Association, its president, a designated contact person and staff, if any. The contact list will be used to send mailings from City agencies.

b. Mediation services which can be used for resolving disagreements between Business District Associations or a Business District Association and its Neighborhood Association(s).

c. Notification by appropriate City bureaus on pertinent matters that fall within Business District Association boundaries or will affect their activities.

VII. GRIEVANCE AND APPEAL PROCEDURES

A. Purpose

The goal of this section is to create a just and fair grievance procedure for Neighborhood Associations, District Coalitions, and the Office of Neighborhood Involvement. Complying with these grievance procedures
Section VII: Grievance and Appeal Procedures

does not take away any legal options for the parties that they may have under respective local, county, state, or federal laws. Neighborhood Associations and District Coalitions shall consult the grievance sections of their bylaws in addition to using this section.

B. Definitions

1. **Grievance:** A complaint formally expressed in writing by an individual, (the grievant), or individual representing a Neighborhood Association, District Coalition, or organization to which the grievant belongs regarding a specific alleged violation.

   Grievances are limited to procedural violations of a Neighborhood Association’s or District Coalition’s bylaws or Office of Neighborhood Involvement Standards that directly affect the outcome of a group’s decision.

   A Grievance is a recognized action and requires a written response from the neighborhood leadership. The response is part of a process to encourage fair and equitable treatment of all individuals involved in neighborhood volunteer efforts.

2. **Grievant:** Anyone who submits a grievance and alleges s(he) has been harmed by a violation of their Neighborhood Association’s bylaws, District Coalition’s bylaws or a violation of these Standards.

3. **Respondent:** A person or entity against whom the grievance is lodged. A respondent can be an organization (Neighborhood Association, District Coalition, or the Office of Neighborhood Involvement) or its officers, board of directors or committee subject to the organization’s bylaws or Office of Neighborhood Involvement Standards.

C. Grievance procedures for Neighborhood Associations

Prior to the filing of any grievance or appeal, parties are encouraged to follow the following steps towards resolving differences:

1. **One-on-one dialogue:** Individuals or groups are encouraged to first seek resolution of differences through one-on-one dialogue. Consider contacting an officer of the Neighborhood Association or District Coalition for advice.
Section VII: Grievance and Appeal Procedures

2. **Mediation:** A circumstance could present itself that may require an individual to facilitate the discussion with the affected parties of the grievance. If the affected parties are unable to settle upon a facilitator to assist them in their meeting, then the parties should consult with the Office of Neighborhood Involvement for assistance through the Neighborhood Mediation Program.

3. **Grievance procedure with a Neighborhood Association:**
   Neighborhood Associations shall have internal grievance procedures outlined in their bylaws. Grievance procedures shall at a minimum include the following:
   
   a. A grievance must contain an alleged violation of the subject Neighborhood Association’s bylaws or these Standards.
   
   b. Bylaws of a Neighborhood Association must designate that a grievance be brought to a Neighborhood Association president, designated Neighborhood Association officer, or designated committee of the Association and/or board as provided in the bylaws.
   
   c. A grievance must be submitted by the grievant within 45 business days of the alleged incident. The grievance must be reviewed and responded to by the appropriate Neighborhood Association procedures within 60 calendar days from receipt of the grievance.
   
   d. The Neighborhood Association’s consideration of the grievance shall be open to the public. The findings of a grievance shall be a matter of public record. Deliberations of the decision-makers, however, may be held in executive session.
   
   e. The Neighborhood Association’s response shall be in writing and include supporting findings of the decision. The association is encouraged to maintain any supporting documents in case of appeal.
   
   f. Only upon unsatisfactory resolution of a grievance with a Neighborhood Association may the grievant appeal to the appropriate District Coalition. The grievant has fourteen...
Section VII: Grievance and Appeal Procedures

calendar days from the date the decision is rendered to appeal.

D. Appeal and grievance procedures with District Coalitions:

Parties are asked to follow the following steps towards resolving differences.

1. **One-on-one dialogue:** Individuals or groups are encouraged to first seek resolution of differences through one-on-one dialogue. Consider contacting an officer of the Neighborhood Association or District Coalition for advice.

2. **Mediation:** A circumstance could present itself that may require an individual to facilitate the discussion with the affected parties of the grievance. If the affected parties are unable to settle upon a facilitator to assist them in their meeting, then the parties should consult with the Office of Neighborhood Involvement for assistance through the Neighborhood Mediation Program at Resolutions Northwest.

3. **Appeal procedure to a District coalition:**

   a. District Coalitions shall have internal appeal procedures outlined in their bylaws.

   b. Appeals of a grievance from a Neighborhood Association brought to a district coalition must contain an alleged violation of the appropriate Neighborhood Association’s bylaws or Standards.

   c. Bylaws of a District Coalition must designate that an appeal be reviewed and heard by a District Coalition staff person, board president, designated board officer, or designated committee of the board or advisory committee.

   d. An appeal must be submitted to the District Coalition by the grievant within fourteen business days of adjudication of the grievance by the Neighborhood Association. The appeal must be reviewed and responded to by the District Coalition within 60 calendar days from the date the appeal was received.
Section VII: Grievance and Appeal Procedures

e. The District Coalition’s consideration of the grievance is not required to be open to the public. Only the initial hearing of a grievance with the Neighborhood Association need be open. The findings of a grievance shall be a matter of public record.

f. Only upon unsatisfactory resolution of an appeal with an established District Coalition may the grievant appeal to the Office of Neighborhood Involvement. The grievant has fourteen calendar days to appeal.

4. Grievance procedure with a District Coalition:

District Coalitions shall have internal grievance procedures outlined in their bylaws. Grievance procedures shall at a minimum include the following:

a. A grievance against a District Coalition must contain an alleged violation of the subject District Coalition’s bylaws or these Standards.

b. Bylaws of a District Coalition must designate that a grievance be reviewed and heard by a District Coalition staff person, board president, designated board officer, or designated committee of the board as provided in the bylaws.

c. A grievance must be submitted to the District Coalition within 45 business days of the alleged incident. The grievance must be reviewed and responded to by the District Coalition within 60 calendar days from the date the grievance was received.

d. District Coalition consideration of the grievance shall be open to the public. The findings of a grievance shall be a matter of public record. Deliberations of the decision-makers, however, may be held in executive session.

e. The District Coalition’s response shall be in writing and include supporting findings of the decision. The District Coalition shall maintain any supporting documents in case of appeal.
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f. Only upon unsatisfactory resolution of a grievance may the grievant appeal to the Office of Neighborhood Involvement. The grievant has fourteen calendar days from the date the decision is rendered to appeal.

E. Appeal and grievance procedures with the Office of Neighborhood Involvement:

Parties are asked to follow the following steps towards resolving differences.

1. One-on-one dialogue: Individuals or groups are encouraged to first seek resolution of differences through one-on-one dialogue. Consider contacting a program manager or bureau director.

2. Mediation: A circumstance could present itself that may require an individual to facilitate the discussion with the affected parties of the grievance. If the affected parties are unable to settle upon a facilitator to assist them in their meeting, then the parties should consult with the Office of Neighborhood Involvement for assistance through the Neighborhood Mediation Program.

3. Appeal procedure with the Office of Neighborhood Involvement:

   a. Grievances appealed to the Office of Neighborhood Involvement must contain an alleged violation of the Office of Neighborhood Involvement Standards.

   b. Appeals must be submitted in writing, within fourteen calendar days of final adjudication of a grievance by a District Coalition. The appeal must be reviewed and responded to by the Office of Neighborhood Involvement within 60 calendar days from the date the grievance was received.

   c. The appeal must be in the following format:

      i. Provide a fully detailed explanation of the process, rule, or procedure stated in the Standards that is in question, i.e. what is being grieved.
Section VII: Grievance and Appeal Procedures

ii. Describe the individual or organization that is directly harmed and why they are harmed.

iii. A remedy (solution) that would satisfy the grievant.

iv. Typed on maximum of three pages.

v. Provide three copies of the grievance.

d. The appeal will be reviewed by the Director of the Office of Neighborhood Involvement or designee to make certain all the requirements of the grievance and appeal process are met. The Office of Neighborhood Involvement has the exclusive right to determine whether an appeal meets the threshold criterion of containing a credible allegation of a substantial violation of the Standards and if the grievant has exhausted all attempts to resolve the original grievance within internal Neighborhood Association and District Coalition procedures. If any part of the appeal is found to be missing the grievant has fourteen calendar days to resubmit the appeal. Otherwise, the Grievance automatically dies.

e. The Office of Neighborhood Involvement has the right to determine if there has been a substantial violation of the Standards and order appropriate remedies. Remedies may range from requiring a Neighborhood Association to redo a decision-making process to de-recognition by the Office of Neighborhood Involvement.

f. Final adjudication of the appeal is by the Director of the Office of Neighborhood Involvement and/or designee. A response will be sent within 24 hours via United States Postal Service, registered mail return receipt requested, to both the grievant and respondent.

4. Grievance procedure with the Office of Neighborhood Involvement:

a. Grievances of an action of the Office of Neighborhood Involvement must be based upon an alleged violation of the Standards.
**Section VII: Grievance and Appeal Procedures**

b. Grievances must be submitted in writing within 45 calendar days of the incident. The Grievance must be reviewed and responded to in writing by the Office of Neighborhood Involvement within 60 calendar days from the date the grievance was received.

c. The grievance must meet the same format requirements for an appeal as stated above in this section, *(VII, E, 3, c: Appeal procedure with the Office of Neighborhood Involvement. Page 35.)*

d. The Grievance will be reviewed by the Office of Neighborhood Involvement. ONI has the exclusive right to determine whether a grievance meets the threshold criterion of containing a credible allegation of a substantial violation of the Standards.

e. Adjudication of the grievance is by the Director of the Office of Neighborhood Involvement. A response will be sent via United States Postal Service, registered mail return receipt requested, to both the grievant and respondent.

f. Only upon unsatisfactory resolution of a grievance with the Office of Neighborhood Involvement may the grievant appeal to the Commissioner in charge of ONI.

**VIII. Open Meetings and Public Records**

A. **Purpose**

Public participation in the civic affairs of local government is a hallmark of democratic societies and of government that responds to the public it serves. Neighborhood Associations and District Coalitions are an integral part of the structures that support timely, meaningful, vigorous, and diverse public participation in the civic affairs of the City of Portland. To foster that public participation, Neighborhood Associations and District Coalitions, with limited exceptions, as noted in this section, shall:

1. Conduct their affairs in meetings open to and with adequate notice to the public, and,
2. Make their records available for public review in accordance with this section.
Section VIII: Open Meetings and Public Records

All Neighborhood Associations and District Coalitions shall comply with this section. Business District Associations are encouraged to comply with this section.

B. Definitions

1. “Committee” includes a subcommittee, task force, or other group organized to conduct business of a Neighborhood Association or District Coalition.

2. “Decision” includes all decisions and policy recommendations, except routine day-to-day decisions, within the scope of authority of general membership, board, or committees. Examples of routine day-to-day decisions are those of staff carrying out his or her duties; performance of duties required or authorized by bylaws, such as preparation of agendas and notices; and the details of the manner in which decisions are implemented. “Decision” also excludes elections of board members, officers, delegates or other elected positions of Neighborhood Associations or District Coalitions.

3. “Executive session” means the whole or part of a meeting of the general membership, board, or committee that is closed to certain persons for the period of deliberation on the matters listed below in this section, (VIII, D, 2: Meetings Open to the Public. Page 39.)

4. “General membership”, “board”, and “committee” mean the general membership, board, or committee of a Neighborhood Association or District Coalition.

5. “Meeting” means the convening of the general membership, board, or a committee for which a quorum is required in order to make a decision on any matter or to deliberate toward such a decision. Subcommittees without executive authority are not subject to quorum requirements or to these open meeting standards.

6. “Quorum” means the minimum number of general membership, board or committee members who must be present at a meeting in order to take a vote that results in a decision. The quorum must either be a fixed number or number that can be calculated from a clear formula in the bylaws or other rules of the Neighborhood Association or District Coalition. Calculation of a clear formula will
allow the quorum to vary for reasons such as vacant seats on a board or committee. It is invalid for bylaws or other rules to provide that whatever number of members is present constitutes a quorum.

7. “Records” include any writing, or part thereof, containing information relating to the conduct of the business of a Neighborhood Association or District Coalition that is prepared, owned, used, or retained by the Neighborhood Association or District Coalition; provided however that “records” shall not include calendars, diaries, planners, personal organizers, or similar items of members or employees; nor shall it include electronic mail intended as private communication between two or more people and not related to Neighborhood Association and District Coalition business.

8. “Writing” means any means of recording information, electronic or non-electronic.

9. “Executive Authority” means having authority to make decisions on behalf of a Neighborhood Association or District Coalition as defined by their bylaws.

C. Decisions Shall Be Made At Meetings

Members of a general membership, board, or committee, as established by the governing bylaws, shall make all decisions and conduct all deliberations toward a decision at a meeting open to the public at which a quorum is in attendance. (See D: Meetings Open to Public, below in this section. Page 39.) Members have one vote each and decisions shall be made by a vote that is at least a majority vote of those members who are voting. Proxy voting is prohibited. Members may gather informally but shall not make or deliberate toward a decision.

D. Meetings Open to Public

1. Except as otherwise provided below, meetings must be open to public attendance, with notice provided and minutes taken as provided in these Standards.

2. Neighborhood Associations and District Coalitions may close meetings or parts of meetings to public attendance when in executive session. An executive session is limited to members of
Section VIII: Open Meetings and Public Records

the governing body, others reporting to the body on the subject of the executive session, and the media. The body may include others at their discretion. Any information revealed in an executive session is considered privileged and may not be reported. Executive sessions may be held only to deliberate toward a decision on the following matters:

a. Personnel matters such as hiring, performance review, firing, discipline, and compensation;

b. Mediation of personal disputes among members or employees, but not including grievances;

c. Consultation with legal counsel;

d. Consideration of records exempt from release by law; and

e. Preparation for presentation of testimony in appeals of land use review decisions.

f. Consideration of grievances. However, the findings and documents of a grievance shall be a matter of public record.

3. Voting to render a decision, including a decision on matters considered in executive session, must be done in a meeting open to public attendance.

4. Minutes must be kept during executive sessions but they can be filed in a separate location from regular meeting minutes. (See below in this section VIII, E, 3: Notice regarding content of meeting notices for executive sessions. Page 42.)

E. Notice

1. Neighborhood Associations and District Coalitions shall provide the following notice for all meetings and elections described above in section VIII, D: Meetings Open to Public, Page 39:

a. Notice to the general public reasonably calculated to give actual notice:

i. When practicable, notice of a Neighborhood Association meeting shall be published in the respective newsletter of the Neighborhood Association or District Coalition serving that Association. Notice of a District Coalition meeting shall be published in the newsletter of that District
Section VIII: Open Meetings and Public Records

Coalition. Such publication constitutes sufficient notice under this section.

ii. In the absence of such publications a Neighborhood Association should attempt to publish notice in a regularly scheduled for-profit community newspaper, many of which do provide community calendars for free.

iii. ONI shall post monthly neighborhood meeting information on the ONI PortlandOnline website. It is the responsibility of Neighborhood Associations to provide any updated changes to meeting information to their District Coalitions and ONI by their established deadlines. Unaffiliated Neighborhood Associations work with ONI directly. Such online posting constitutes sufficient notice under this section.

iv. ONI shall also notify local media on a monthly basis with meeting information. This is not a guarantee that for-profit publications will provide the listing.

v. Other methods of notice include posting of notices on public bulletin boards, door-to-door distribution of flyers, press releases, phone banks, electronic mail, websites, cable access TV, and faxes. These should be established ongoing outreach methods by a Neighborhood Association in order to be sufficient notice under this section.

vi. Notice under this section (VIII, E, 1, a) must be given seven days before the meeting.

b. Direct notice to members of a board or committee that is meeting, and individuals and news media that have requested notice. Direct notice shall be notice delivered to members by hand, U.S. postal service mail, or private delivery service, or by verified fax or electronic mail. When the above methods are not practicable, notice may be done by telephone. The notice shall be sent by a time that in the regular course of delivery will allow the recipient to receive the notice at least one day before the meeting.
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2. Applicants in land use and liquor license reviews should receive direct notice of a meeting when their issue is on the agenda, even if they have not specifically requested it in writing.

3. All notice, written or verbal, shall state the date, time, and place of the meeting, and a brief description of topics on the agenda. Other topics that arise after notice is given may be added to the agenda at the meeting. Notices to the public of meetings conducted by telephonic communication shall include the location where the public may listen to or read the communication during the meeting. Notices of meetings held in executive session shall state the meeting will be held in executive session.

F. Notice for emergency meetings
Emergency meetings may be held with less than seven days' notice but not less than 24 hours notice. Direct notice as timely as practicable under the circumstances shall be provided to members of a board or committee that is meeting, and to individuals and news media that have requested notice. Notice to the general public shall be provided as set forth above in this section E, 1, a: Notice (Page 40). Parties who are known to have a direct interest in the topic of a meeting should receive direct notice, even if they have not specifically requested so in writing. Minutes of the emergency meeting shall state the nature of the emergency and state why the meeting could not be delayed to allow at least seven days' notice. Members conducting business at the meeting may make decisions or deliberate toward decisions only on the agenda topic or topics for which the emergency meeting was called.

G. Meeting location

1. Except as set forth below in this section VIII, G, 5: Meeting Location, meetings shall be conducted at a single location so that all members of the Neighborhood Association or District Coalition and the public in attendance physically convene in one place. Whenever practicable, meetings shall be held within the boundaries of their Neighborhood Association or District Coalition. Meetings not held within the boundaries shall be held as near as practicable to the Neighborhood Association’s or District Coalition’s boundary.

2. Meetings shall not be held in locations where any person attending the meetings would face discrimination on the basis of race, religion, color, sexual orientation, gender identity, age, disability, legal citizenship, national origin, income, or political affiliation.
Section VIII: Open Meetings and Public Records

3. Meetings shall be held in locations accessible to people with disabilities.

4. Neighborhood Associations and District Coalitions shall make a good faith effort to provide an interpreter for hearing-impaired people and for individuals who do not speak English as their primary language. In order to provide sufficient time to try to locate the necessary assistance meeting notices should indicate that any special needs must be made known to the Neighborhood Association or District Coalition a reasonable period of time before the meeting.

5. Meetings held in a single location may include the participation of members who are in telephonic communication. But meetings conducted solely or primarily by telephonic communication shall be held only in extraordinary circumstances when a meeting at a single location is not practicable. If the meeting is not an executive session, there shall be a location where the public can listen to the communication and participate to the extent public participation is allowed.

H. Public participation
The chair of the meeting controls the extent of public participation subject to any controlling bylaws or other rules of the Neighborhood Association or District Coalition. Neighborhood Associations and District Coalitions are not required to allow public participation in board or committee meetings, although the public is entitled to be present.

I. Disruptions
Subject to any controlling bylaws or other rules of the Neighborhood Association or District Coalition, the chair of a meeting may have anyone removed who disrupts a meeting after receiving at least one verbal warning during the same meeting.

J. Voting

1. Subject to any controlling bylaws or other rules of the Neighborhood Association or District Coalition, voting at meetings may be done orally, by a show of hands, or by a written ballot that contains the name of the member voting and the vote of that member. For election of officers, board members, and other representative and delegates, voting may be done by secret ballot. Upon the request of any voting member, a show of hands shall
Section VIII: Open Meetings and Public Records

follow an oral vote. Anyone wishing to see written ballots may do so at the meeting or anytime thereafter before the ballots are discarded. Written ballots must be retained for a period of 60 days after the vote and then may be discarded.

2. Proxy voting and voting by mail are prohibited. Voting in elections need not be held during meetings but may be kept open for up to 24 hours.

K. No Smoking At Meetings
Smoking is prohibited at meetings.

L. Minutes
1. Minutes shall be taken at all meetings. Minutes do not have to be a verbatim transcript of the meeting but shall at least summarize discussion and actions. Minutes shall also include the following:

   a) Members in attendance,
   b) All actions, including motions, proposals, and resolutions stated in full and their dispositions; and,
   c) Results of all votes taken, and a summary of minority opinions on all topics on which a vote is taken.

2. Minutes shall be put in writing and made available to the public, except for minutes from executive sessions, within a reasonable time after the meeting. Neighborhood Associations are required to forward copies of their meeting minutes to their District Coalitions. Neighborhood Associations unaffiliated with a District Coalition are required to forward copies of their meeting minutes to the Office of Neighborhood Involvement.

3. See above in this section VIII, D, 4: Meetings Open to Public (page 39) regarding minutes for executive sessions. See above in this section VIII, F: Notice for Emergency Meetings (page 42) regarding minutes for emergency meetings.

M. Inspection of Records by Public; Exemptions
Any person may inspect the records of a Neighborhood Association or District Coalition, except the following records:

1. Records pertaining to personnel matters such as hiring, performance review, firing, discipline, and compensation;
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2. Records pertaining to mediation of personal disputes among members or employees, but not including grievances;
3. Records pertaining to consultation with legal counsel;
4. Records exempt from release by law.
5. Records pertaining to the personal affairs of members or employees.
6. To protect records, maintain District Coalition efficiency and order, and exclude exempt records from inspection, the Neighborhood Association or District Coalition may control the time and manner of inspection of records.
7. No District Coalition or Neighborhood Association is required to compile a record that is not already in existence.

N. Reasonable Fees
Neighborhood Associations and District Coalitions may charge reasonable fees for making records available, including fees for reproduction of records and for employee time.

O. Retention of Records
1. Neighborhood Associations shall promptly deliver copies of their minutes, bylaws, articles of incorporation, records of tax-exempt status, and records of grievances to the District Coalitions with which they are affiliated. Unaffiliated Neighborhood Associations shall promptly deliver these documents to the Office of Neighborhood Involvement.

2. Neighborhood Associations and their affiliated District Coalitions shall retain specific types of records for a specific period, depending on the type of record:
   a. Minutes of board, committee, and general membership meetings should be retained permanently.
   b. Articles of incorporation, records of tax-exempt status, and records of grievances should be retained permanently, and bylaws and other operating rules should be retained while they are current.
   c. Business records should be retained for seven years.
   d. Records, such as correspondence, pertaining to any issue a neighborhood votes on should be retained permanently.
   e. Neighborhood Associations shall retain records as required by any state, federal, or other laws.
Section VIII: Open Meetings and Public Records

3. District Coalitions:
   a. Shall permanently retain records received from
      Neighborhood Associations pursuant to above section, VIII,
      O, 2: Retention of Records (Page 45.)
   b. Shall retain records as required by their contracts with the
      Office of Neighborhood Involvement and by any state,
      federal, or other laws.

IX. Review of Office of Neighborhood Involvement Standards

The Office of Neighborhood Involvement, in cooperation with Neighborhood
Associations and District Coalitions, will organize a committee to review these
Standards four years after their adoption by City Council. Any party wishing to
propose amendment(s) to the Standards may do so by submitting the proposed
amendment(s) in writing to the review committee.

A. Composition of the review committee
   All representatives shall be chosen by their organizations. The chair of
   the committee will be selected by the committee. The chair of the
   committee will be a volunteer representative. Positions on the committee
   are provided for the following stakeholders:

   1. A volunteer representative of each District Coalition,
   2. A volunteer representative of unaffiliated Neighborhood Associations,
   3. At least one volunteer representing Business District Associations,
   4. At least one volunteer representative of Portland’s diverse
      communities,
   5. At least one representative of District Coalition staff,
   6. At least one representative of Office of Neighborhood Involvement
      staff,
   7. A representative of City bureaus other than the Office of Neighborhood
      Involvement, and,
   8. The liaison to the Office of Neighborhood Involvement from the City
      Attorney’s Office.

B. Public review and comment
   The draft of the committee’s revisions will be distributed to each
   Neighborhood Association, District Coalition, Business District Association,
   all City agencies, diverse community organizations in the Office of
   Neighborhood Involvement’s database, other affected stakeholders who’ve
   requested to be notified. The review and comment period shall be no
   shorter than 60 days. At least one public hearing will be scheduled to
Section IX: Review of Office of Neighborhood Involvement Standards

receive oral and written testimony from all interested parties. The committee will then review the public comments and approve any final changes before referring amendments to the Commissioner-in-charge for approval. The Commissioner-in-charge shall then present to City Council for final review with a minimum of 45 days notice before Council action.
Neighborhood Association Bylaws

Suggested Content and Language

This document is a sample set of bylaws appropriate for a typical Portland Neighborhood Association. It is provided only as suggested language covering topics a typical non-profit would cover in their bylaws as well as key minimum requirements for Neighborhood Associations found in the Standards for Neighborhood Associations and State of Oregon nonprofit corporation law from ORS Chapter 65.

Resources:

For more info on the Standards for Neighborhood Associations http://www.portlandonline.com/oni/index.cfm?c=40257

For more info on State of Oregon Revised Statues for non-profit corporation law go to: http://www.leg.state.or.us/ors/065.html

For more info on Robert’s Rules and parliamentary procedure http://www.robertsrules.org/

Please contact your District Coalition to request technical assistance on amending your organization’s bylaws. For contact info go to: http://www.portlandonline.com/oni/search/

Or contact the Office of Neighborhood Involvement, Neighborhood Program
Brian Hoop, 503-823-3075, bhoop@ci.portland.or.us

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ARTICLE XIV. ADOPTION AND AMENDMENT OF BYLAWS
ARTICLE I. NAME OF ORGANIZATION: The name of the organization shall be __________ Neighborhood Association.

ARTICLE II. PURPOSE: The purposes for which the Neighborhood Association is organized are:

a) To enhance the livability of the neighborhood and Portland by establishing and maintaining an open line of communication and liaison among the neighborhood, government agencies and other neighborhoods.

b) To provide an open process by which all members of the neighborhood may involve themselves in the affairs of the neighborhood.

c) To do and perform all of the activities related to said purposes, to have and enjoy all of the powers granted, and engage in any lawful activity for which nonprofit corporations may be organized under ORS Chapter 65.

d) For such other objectives as are approved by the Board of Directors (Board) or membership.

ARTICLE III. BOUNDARIES: Boundaries of the Neighborhood Association shall be defined as…

ARTICLE IV. MEMBERSHIP:

Section 1 Qualifications: Membership in the Neighborhood Association shall be open to all residents, property owners, and holders of a business license located within the boundaries as defined in ARTICLE III of these bylaws who request in writing to be a member.

Section 2 Voting: All members as defined above shall have one vote each to be cast during attendance at any general or special meeting. One representative from each business shall have the same privilege as the residents listed above. Unless otherwise specified in these bylaws decisions of the Neighborhood Association shall be made by a majority vote of those members present at any meeting.

ARTICLE V. FINANCIAL SUPPORT: Charging of dues or membership fees shall not be made; however, voluntary contributions will be accepted and fund raising may be authorized by the Board.
ARTICLE VI. MEMBERSHIP MEETINGS:

Section 1 General Membership Meetings: There shall be at (you set frequency, a minimum of one per year) general membership meetings each year. The meetings shall be convened in even (or odd) numbered months and upon any day decided upon by the majority vote of the Board. Notification shall be by mail, newsletter, posted notices, telephone calls, electronic mail lists or any other appropriate means of communication apt to reach a majority of the members. Notification shall require seven days advance notice to the general public and a minimum of 24 hours notice for all active members and to individuals and news media that have requested notice.

Section 2 Special or Non-Regular Meetings: Special meetings of the membership, board or committees may be called by the Chairperson or by majority vote of the Board as deemed necessary. Notification shall be by mail, newsletter, posted notices, telephone calls, electronic mail lists or any other appropriate means of communication apt to reach a majority of the members. Notification shall require seven days advance notice to the general public and a minimum of 24 hours notice for all active members, board or committee members, and to individuals and news media that have requested notice.

Section 3 Agenda: Subject to the approval of the Board, the Chairperson shall prepare the agenda for general and special meetings of the membership. Any person may add an item to the agenda by:

a.) submitting the item in writing to the Board at least seven (7) days in advance of the meeting or,

b.) making a motion to the Board to add an item to the general or special meeting agendas at those respective meetings. Adoption of that motion requires a second and majority vote.

Section 5 Quorum: A quorum for any general or special meeting of the Neighborhood Association is ........ (must be a fixed number or number that can be calculated from a clear formula).

Section 6 Participation: Any general, special, Board, or committee meeting is open to any person and all who may wish to be heard regarding any item on the agenda. Only members will be eligible to vote. All actions or recommendations of the general or special meetings shall be communicated to all affected parties, including minority opinion reports.

Section 7 Procedures: Roberts Rules of Order shall be followed in all areas not covered by the bylaws.
ARTICLE VII. BOARD OF DIRECTORS:

Section 1 Number of Board Members: The Board shall determine the exact numbers of Board positions annually. There shall be at least eleven (11) and no more than fifteen (15) Board members.

Section 2 Eligibility for Board Service: Only persons eligible for membership shall be qualified to hold an elected or appointed position.

Section 3 Terms of Office: Terms of office are staggered. The initial appointments for one (1) year terms and for two (2) year terms will be determined by the Board at their first meeting. Upon expiration of initial terms of office, all re-appointments would be for two (2) year terms.

Section 4 Board Vacancies: The Board may fill any vacancy on the Board or committees by majority vote of the Board. A member appointed to fill a vacancy shall serve the remainder of the unexpired term and until his or her successor is elected or appointed.

Section 5 Election of Board Members: Board members shall be elected annually by a vote of the membership at the annual meeting (or list month meeting is held). The names of all candidates for the Board shall be placed in nomination by a nominating committee or by any member of the Neighborhood Association. Election requires a majority vote of the membership present.

Section 6 Duties of Board Members: The Board shall have following responsibilities and powers:

a. Manage the daily affairs of the Neighborhood Association.

b. Make decisions and represent the interests of the Neighborhood Association on all matters for which it is impractical to present to the membership in advance. All such actions shall be reported to the membership at the next regular meeting.

c. Appoint committees to perform necessary functions and represent the Neighborhood Association on specified topics.

d. Establish a yearly work plan of priority issues and projects for maintaining and encouraging involvement in the Neighborhood Association.

Section 7 Election of Board Officers: Board members shall meet after the (annual meeting or list month) general meeting and, by majority vote of the Board members present, elect a Chairperson, Vice Chair, Secretary and Treasurer. The remaining Board members shall be members-at-large.
Section 8  **Duties of Board Officers:**

a. **Chairperson:** The Chairperson shall preside at all board meetings and all membership meetings and shall perform such duties as the Board and the membership from time to time authorizes. The Chairperson shall represent the position of the Board and the interests of the Neighborhood Association.

b. **Vice Chairperson:** The Vice Chairperson shall perform the duties of the Chairperson in the Chairperson's absence and as authorized by the bylaws or regulations of the Board.

c. **Secretary:** The Secretary shall record and maintain minutes of Membership and Board meetings, assist the Chairperson with correspondence and maintain the non-financial files of the Neighborhood Association. The Secretary will maintain a list of Board members and their terms.

d. **Treasurer:** The Treasurer shall have charge of all funds belonging to the Neighborhood Association and shall receive, deposit and disburse funds for the Neighborhood Association in a bank(s) or financial institution(s) in such manner as designated by the Board. The Treasurer shall make financial reports as directed by the Board.

Section 9  **Board Meetings:**

a. **Regular Board Meetings:** There shall be (you set frequency) regular Board meetings each year. The meetings shall be convened in even (or odd) numbered months and upon any day decided upon by the majority vote of the Board. Notification shall be by mail, newsletter, posted notices, telephone calls, electronic mail lists or any other appropriate means of communication apt to reach a majority of the members. Notification shall require seven days advance notice to the general public and a minimum of 24 hours notice for all Board members and to individuals and news media that have requested notice.

b. **Special or Non-Regular Board Meetings:** Special meetings of the Board may be called by the Chairperson or by majority vote of the Board as deemed necessary. Notification shall be by mail, newsletter, posted notices, telephone calls, electronic mail lists or any other appropriate means of communication apt to reach a majority of the members. Notification shall require seven days advance notice to the general public and a minimum of 24 hours notice for all Board members and to individuals and news media that have requested notice.
c. **Emergency Meetings:** Emergency meetings of the Board may be called by the Chairperson or by majority of the Board as deemed necessary. Notification shall be by mail, newsletter, posted notices, telephone calls, electronic mail lists, or any other appropriate means of communication apt to reach a majority of the members. Notification shall require not less than 24 hours notice to the members of the Board that is meeting and to individuals and news media that have requested notice.

d. Board meetings are chaired by the Chairperson.

e. **Quorum:** A quorum for board meetings of the Neighborhood Association is ....... (must be a fixed number or number that can be calculated from a clear formula).

f. **Voting:** Unless otherwise specified in these bylaws decisions of the Board shall be made by a majority vote of those Board members present at any meeting.

**Section 10**  
**Powers of the Board:** The Board shall be responsible for all business coming before the Neighborhood Association and for assuring that members are informed of business that affects them through reasonable means of notification. The Board has the responsibility of acting in the best interest of the neighborhood but is not specifically bound to act according to the desire of the majority of members attending a particular meeting.

**Section 11**  
**Termination for non-attendance:** Board members failing to attend three consecutive Board meetings may be terminated from the Board upon written notice.

**ARTICLE VIII. COMMITTEES:**  
There may be standing committees as designated by the Board and special committees as may be established by the Chairperson. Committees must have at least one (1) Board member on them.

**ARTICLE IX. CONFLICT OF INTEREST PROCEDURES:** A transaction in which a Director may have a direct or indirect conflict of interest may be approved by a vote of the Board if in advance of the vote by the Board all material facts of the transaction and the Director’s interest are disclosed to the Board. A conflict of interest transaction is considered ratified if it receives the affirmative vote of the majority of the Directors who have no direct or indirect interest in the transaction. A transaction may not be authorized by single Director. If a majority of the Directors who have no direct or indirect interest in the transaction votes to authorize, approve or ratify a transaction, a quorum must be present for the purpose of taking action. The presence of, or vote cast by a Director with a direct or indirect interest in the transaction does not affect the validity of the action
taken by the Board. The Director with the direct or indirect conflict of interest may elect to abstain from voting on the transaction.

ARTICLE X  
GRIEVANCE PROCEDURES:

Section 1  One-on-One Dialogue and Mediation: Individuals and groups are encouraged to reconcile differences, whether inside or outside the scope of these grievance procedures, through one-on-one dialogue or mediation.

Section 2  Eligibility to Grieve: Any person or group may initiate this grievance procedure by submitting a grievance in writing to the Board. Grievances are limited to complaints that the grievant has been harmed by a violation of the ONI Standards or these bylaws that has directly affected the outcome of a decision of _________ Neighborhood Association. Grievances must be submitted within 45 days of the alleged violation.

Section 3  Processing the Grievance: The Board shall arrange a Grievance Committee, which shall review the grievance. The committee shall hold a public hearing and give the grievant and others wishing to present relevant comment and an opportunity to be heard. The committee shall then forward its recommendations to the Board.

Section 4  Final Resolution: Within 60 calendar days from receipt of the grievance, _________ Neighborhood Association shall render a final decision on the grievance and notify the grievant of their decision. Deliberations by the grievance committee on a recommendation and by the Board on a decision may be held in executive session.

ARTICLE XI.  
PROCEDURE FOR CONSIDERATION OF PROPOSALS:

Section 1  Submission of Proposals: Any person or group, inside or outside the boundaries of the Neighborhood Association may propose in writing items for consideration and/or recommendation to the Board. The Board shall decide whether proposed items will appear on the agenda of the Board, standing or special committees, or general or special meetings.

Section 2  Notification: The proponent and members directly affected by such proposal shall be notified in writing of the place, day, and hour the proposal shall be reviewed not less than 24 hours in advance.

Section 2  Attendance: The proponent may attend this meeting to make a presentation and answer questions concerning the proposals.

Section 4  Dissemination: The Neighborhood Association shall record recommendations and dissenting views in the meeting minutes.
ARTICLE XII. PUBLIC MEETINGS/PUBLIC RECORDS REQUIREMENT:
The Neighborhood Association shall abide by all the requirements relative to public meetings and public records as outlined in Section VIII of the Office of Neighborhood Involvement Standards for Neighborhood Associations. Official action(s) taken by the Neighborhood Association must be on record or part of the minutes of each meeting. The minutes shall include a record of attendance and the results of any vote(s) and recommendations made along with a summary of dissenting views. Official records will be kept on file at the District Coalition office.

ARTICLE XIII. NONDISCRIMINATION:
The Neighborhood Association will not discriminate against individuals or groups on the basis of race, religion, color, sex, sexual orientation, gender identity, age, disability, legal citizenship, national origin, income, or political affiliation in any of its policies, recommendations or actions.

ARTICLE XIV ADOPTION AND AMENDMENT OF BYLAWS:
All amendments to these bylaws must be proposed in writing and submitted to members for a reading at a general meeting before voting on their adoption may proceed at a later general meeting. Notice of a proposal to amend the bylaws, specifying the date, time and place for consideration, must be provided to all members a minimum of seven (7) days before voting. Adoption of and amendments to these bylaws shall require a two-thirds (2/3) vote by the members present at a general meeting.